COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

APRIL 2009

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

The Greening of DIA

Interview with

James Manzelmann,

Deputy Director for Mission Services

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april 2009

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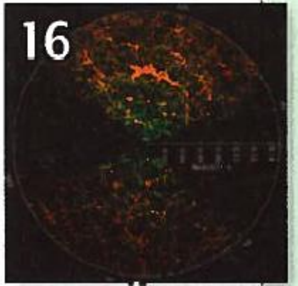

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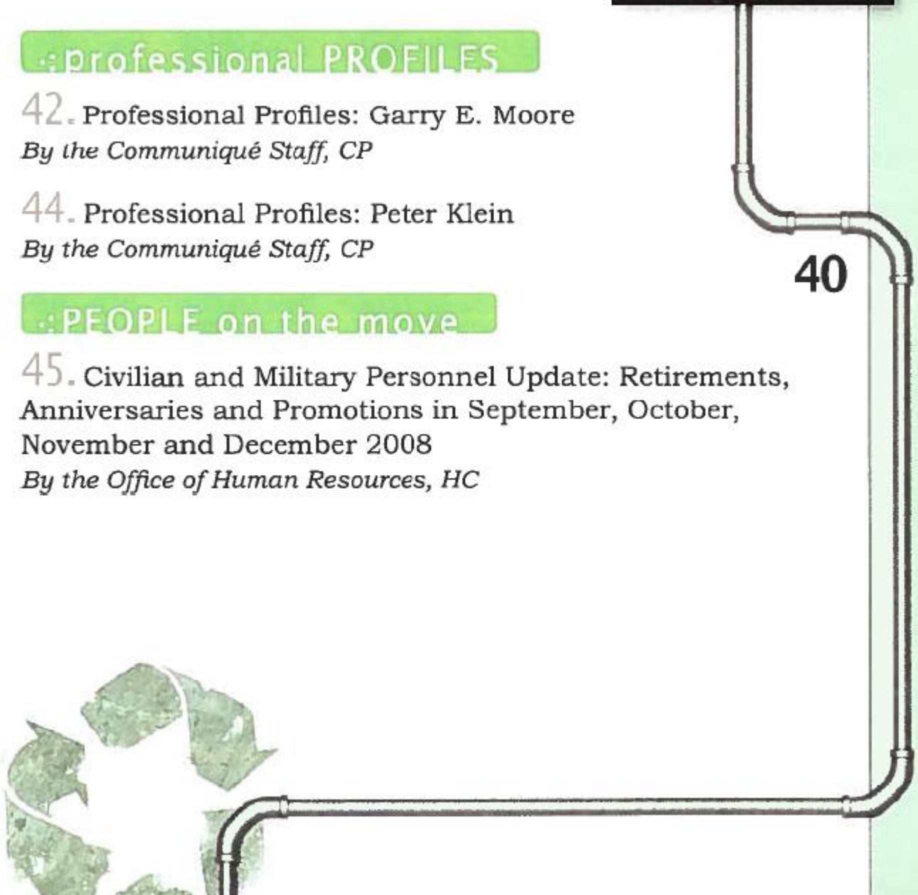

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COMMUNIQUÉ

A Defense Intelligence Agency Publication

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Article Submission Deadlines

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Year in the Life Special — Aug. 7, 2009

DCIPS: Understanding the PERFORMANCE REVIEW AUTHORITY

By the DCIPS Implementation Team, HC

Under the Defense Civilian Intelligence Personnel System (DCIPS), DIA is committed to appropriately recognizing and rewarding employees for their contributions and performance. To fulfill this commitment, the performance management and pay pool processes under DCIPS require that:

- The performance ratings be reviewed for consistency and adherence to established standards.
- The performance-based payout recommendations be reviewed at multiple levels of each organization and the entire agency.
- Raters, reviewers, pay pool managers, pay pool panel members and the performance review authority (PRA) be held accountable for their actions and decisions.

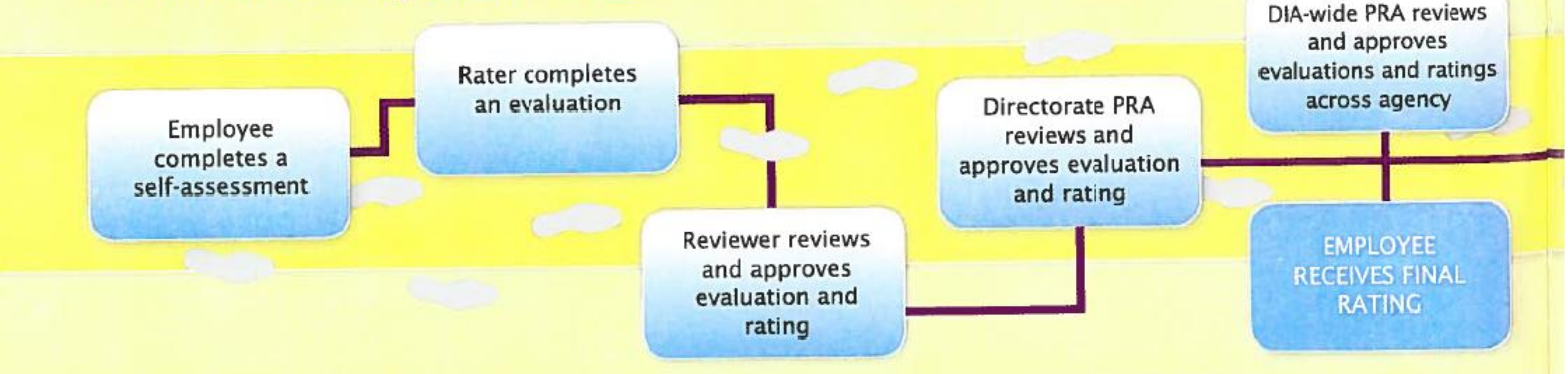
Performance Review Authority

The PRA is a new regulatory body responsible for providing quality assurance within directorates and across all agency components. At DIA there are two levels of PRA: directorate and DIA-wide.

The directorate PRA is led by the deputy director for (DDfor) that organization. For the special offices it is the director of that office, and for the combatant commands it's the director for intelligence. Each of these PRAs typically consists of four to six senior-level panel members at the DISES/DISL/O-6 level. This group is responsible for overseeing the performance management process and ensuring that evaluations and ratings are applied consistently across that particular organization. In the case of larger organizations, the DDfor or equivalent may choose to designate additional members to assist in the review process.

During the performance management process, once performance ratings are assigned by the rater and reviewed by the reviewer, they are sent to the

Peformance Management Process


Employee completes a self-assessment
Rater completes an evaluation
Reviewer reviews and approves evaluation and rating
Directorate PRA reviews and approves evaluation and rating
DIA-wide PRA reviews and approves evaluations and ratings across agency
EMPLOYEE RECEIVES FINAL RATING

Performance Management Dates - FY2009

Group	Midpoint Due*	Period Ends	Completed Appraisal Due
1	Feb. 15	July 31	Aug. 30
2	March 15	Aug. 31	Sept. 30
3	April 15	Sept. 30	Oct. 30

** Midpoint date may vary depending on the employee's start date with DIA or in new position.*

directorate PRA who has the following responsibilities:

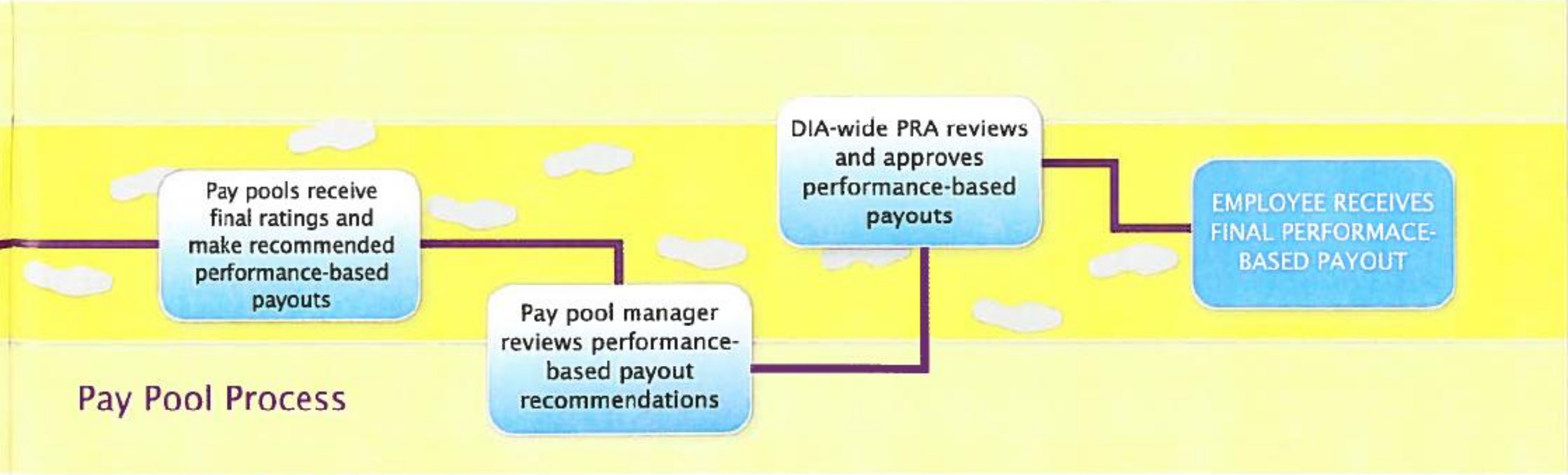
- Ensure raters and reviewers understand the performance management policies and their responsibilities.
- Provide guidance to raters and reviewers.
- Monitor the appraisal process to ensure requirements are completed in a timely manner in accordance with policy.
- Review the rating distributions and investigate potential inconsistencies.
- Review individual ratings, if necessary, to ensure they are written in accordance with policy.
- Return ratings to the reviewer if there are discrepancies or corrective action is necessary.
- Release ratings to DIA-wide PRA.

The DIA-wide PRA reviews the results from both the performance management and pay pool processes across the agency. The chief of staff serves as the DIA-wide PRA and may be assisted by a group of seniors and representatives from the Equal Opportunity and Diversity Office (EO), Office of the General Counsel (GC) and the Directorate for Human Capital (HC).

During the performance management process, the DIA-wide PRA has the following responsibilities:

- Provide guidance to the directorate PRAs on proper and consistent application of performance management policies.
- Monitor the appraisal process to ensure requirements are completed in a timely manner in accordance with policy.
- Review rating distributions and identify inconsistencies and potential inequities.
- Return ratings to the directorate PRA if there are discrepancies or if corrective action is necessary.
- Release the final ratings of record to the pay pool panels to transmit to employees.
- Review and decide employee appeals.

During the pay pool process, the DIA-wide PRA reviews data about salary increases


Pay pools receive final ratings and make recommended performance-based payouts
Pay pool manager reviews performance-based payout recommendations
DIA-wide PRA reviews and approves performance-based payouts
EMPLOYEE RECEIVES FINAL PERFORMACE-BASED PAYOUT

Pay Pool Process

and bonuses across the agency, and can affirm or send proposed pay-pool results back to the pay pool managers for reconsideration. In the pay pool process, the DIA-wide PRA has the following responsibilities:

- Manage the pay pool process across the agency.
- Provide guidance to the directorates, special offices and combatant commands on proper and consistent application of policies and procedures across the agency.
- Monitor the pay pool process across the agency to ensure requirements are carried out in a timely manner and in accordance with policy.
- Review analyses of pay pool recommendations for salary increases and bonuses across the directorates, occupations and employee groups to identify inconsistencies and potential inequities.
- Approve recommendations and release salary increases and bonuses for implementation.

Interim Performance Review Authority

Close-out evaluations that are performed out-of-cycle go through a similar quality assurance review performed by an interim performance review authority (iPRA). To address the immediate need to review out-of-cycle evaluations, the iPRA was established in HC and consists of three to five panel members from HC. The panel is chaired by a DISES/DISL, and representatives from EO and GC are invited to participate. The iPRA responsibility will be transferred to the individual directorates, special offices and combatant commands later this year.

When an out-of-cycle evaluation is complete, it's automatically sent to an iPRA e-mail box via eZHR. The iPRA meets weekly, or as needed, to:

- Review all close-out evaluations for employees who have a change in rater or are deployed, detailed or placed on rotational assignment for 90 days or more.
- Ensure the quality and consistency of ratings for appraisals that occur out-of-cycle.
- Return the evaluations to the reviewer to consider potential changes when necessary.

The iPRA has 10 days to review and provide feedback to the reviewer. Once the evaluation is deemed acceptable, it moves to the final status.

As an additional note related to out-of-cycle evaluations, if an employee has multiple evaluations during the performance cycle, the rating of record is determined by a weighted average based upon the period of time covered by the evaluation. Using the formula below, eZHR automatically generates the composite weighted average that becomes the rating of record.

$$\text{Weighted Average} = \frac{\text{\# of days reviewed (period dates)}}{\text{Total \# of days reviewed in the entire cycle}} \times \text{Rating}$$

For more information on PRAs or other DCIPS topics, contact the HC Customer Service Hotline at (202) 231-5500, VOIP/grey line at 982-6600, CONUS toll-free at (866) 716-7265, or visit the HC Web site on JWICS at http://hc.dia.ic.gov/index.html.

To prepare for the PRAs, DIA is holding mock pay pool sessions in April and May. Read more about these preparations in the March 30 InterComm.

IG Inspections:
WHAT WE DO and HOW WE DO IT

By Jean M. Everest, IG

Does your heart race when you receive a message from the Office of the Inspector Genera (IG)? Ever wonder what the IG inspectors do?

We, IG inspectors, primarily conduct evaluations throughout DIA to determine whether a specific program or operation is running efficiently and effectively, and in full compliance with applicable policies and other governing criteria.

IG solicits ideas from all DIA centers, directorates and special offices for potential inspections for the upcoming fiscal year. After conducting a risk assessment for each idea, they are then rated. Once the project is included in the annual plan, IG inspectors prepare for the project in accordance with its internal operating procedures, which include timelines for each phase of the inspection.

Perhaps you are thinking "Who inspects the inspectors?" Inspectors must follow guidelines outlined by the President's Council on Integrity and Efficiency (PCIE) "Quality Standards for Inspections." IG's continued adherence to these standards, presented in the graphic on page 6, provides a solid framework for IG inspections, and is instrumental in building and maintaining our strong reputation for impartiality, reliability and credibility.

evaluations
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As an example, before issuing each inspection report, IG is required to conduct an independent quality assurance review to determine that the products meet the highest standards and fulfill the objective of the inspection.

The next time you receive a call from an IG inspector, please remember that we understand your concerns. No one likes

Photo submitted by IG

Inspector General John Carey swears in new IG team members Frankie Donovant, Jeannine Juhnke and Jeanna Everest.

to be inspected, but now you know that we go through a thorough inspection process ourselves to maintain the highest inspection standards.

Need to contact the IG? Click on their new link under the Director's Corner on the Internal Communications Web page.

PCIE Quality Standards for Inspections	
Competency	The staff assigned to perform inspection work should collectively possess adequate professional competency for the tasks required.
Independence	In all matters relating to inspection work, the inspection organization and each individual inspector should be free both in fact and appearance from personal, external and organizational impairments to independence.
Professional Judgment	Due professional judgment should be used in planning and performing inspections, and in reporting the results.
Quality Control	Each IG organization that conducts inspections should have appropriate internal quality controls for that work.
Planning	Inspections are to be adequately planned.
Data Collection and Analysis	The collection of information and data will be focused on the organization, program, activity or function being inspected, consistent with the inspection objectives, and will be sufficient to provide a reasonable basis for reaching conclusions.
Evidence	Evidence supporting inspection findings, conclusions and recommendations should be sufficient, competent and relevant, and should lead a reasonable person to sustain the findings, conclusions and recommendations.
Records Maintenance	All relevant documentation generated, obtained and used in supporting inspection findings, conclusions and recommendations should be retained for an appropriate period of time.
Timeliness	Inspections should strive to deliver significant information to appropriate management officials and other customers in a timely manner.
Fraud, Other Illegal Acts and Abuse	In conducting inspection work, inspectors should be alert to possible fraud, other illegal acts and abuse, and should appropriately follow up on any indicators of such activity and promptly present associated information to their supervisors for review and possible referral to the appropriate investigative office.
Reporting	Inspection reporting shall present factual data accurately, fairly and objectively and present findings, conclusions and recommendations in a persuasive manner.
Follow-up	Appropriate follow-up will be performed to assure that any inspection recommendations made to department/agency officials are adequately considered and appropriately addressed.
Performance Measurement	Mechanisms should be in place to measure the effectiveness of inspection work.
Working Relationships and Communication	Each inspection organization should seek to facilitate positive working relationships and effective communication with those entities being inspected and other interested parties.

A Linguistic TRIFECTA

By Army Lt. Col. Christopher B. Pultz and Air Force Maj. Kasandra T. Traweek, NM

In the true spirit of interagency cooperation, three agencies have come together to form the Integrated Linguistic Activity-Doha (ILiAD) to provide regional customers with captured-document exploitation, open-source intelligence and translation services. Located on Camp As Sayliyah, Qatar, ILiAD combines the expertise and capabilities of the Combined Media Processing Center-Qatar (CMPC-Q) with the National Virtual Translation Center-Doha (NVTC-D) and the Open Source Center-Doha (OSC-D). It is the U.S. government's premier regional center for translating, delivering analysis on collected foreign materials, as well as openly available information, and distributing materials throughout the intelligence community (IC) via the Harmony database.

In July 2007 the director of national intelligence directed the implementation of the ILiAD concept, recognizing the impact that the program could have on the IC. In February 2008 the director of DIA assumed executive agent responsibility for ILiAD. It became initially operational in 2008 and is projected to be fully operational this summer. The union of all three centers via ILiAD has extended the translation capabilities not only to support the Central Command (CENTCOM) theater, but to other U.S. government entities in the region as well.

CMPC-Q functions not only as the regional center for document and media exploitation supporting CENTCOM and its forward elements, but also as the DIA oversight for ILiAD. CMPC-Q facilitates assigning ILiAD tasks to the most appropriate of the three centers depending upon sensitivity, volume, complexity and timeliness of the analysis required. The National Media Exploitation Center (NMEC) also provides reach back support for CMPC-Q to ensure continuous warfighter support.

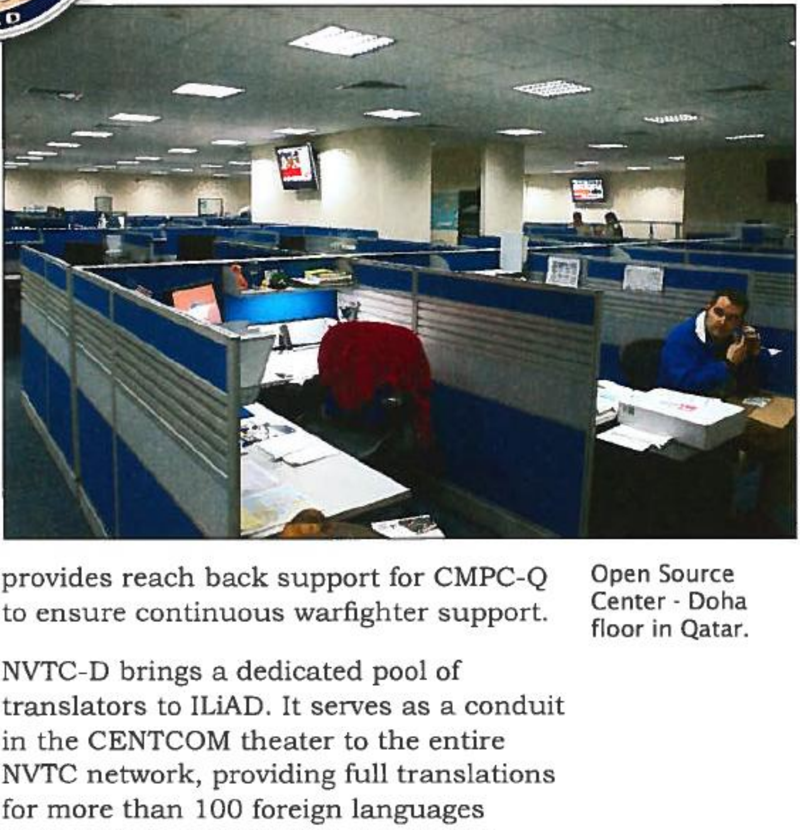


Photo submitted by NM

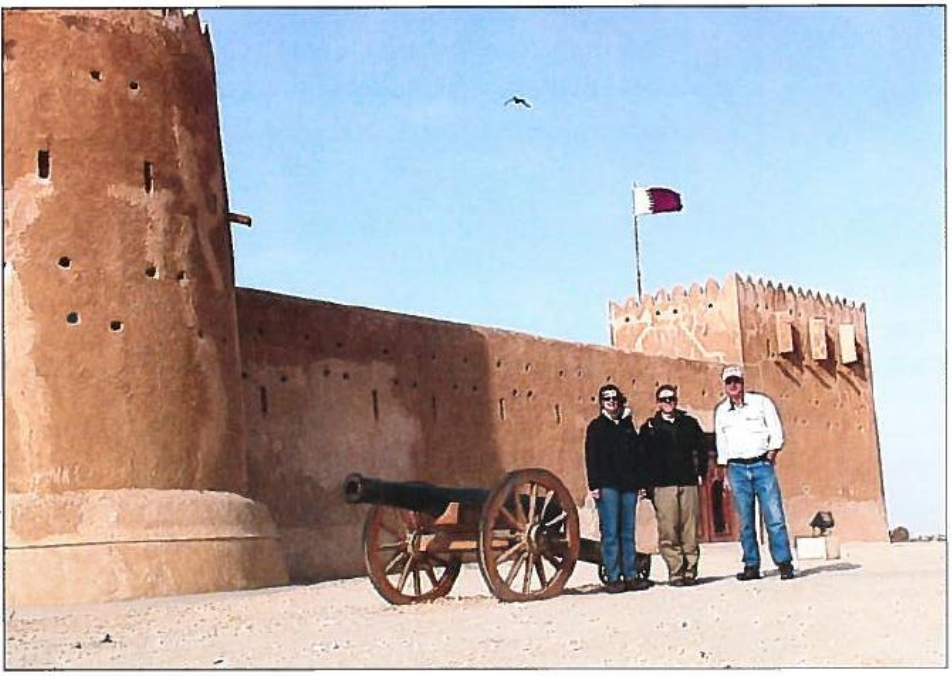
Open Source Center - Doha floor in Qatar.

NVTC-D brings a dedicated pool of translators to ILiAD. It serves as a conduit in the CENTCOM theater to the entire NVTC network, providing full translations for more than 100 foreign languages into English, and English into foreign languages, at every classification. The linguist capability in Doha alone includes Arabic, Dari, Urdu and Pashto, with additional reach back to NVTC linguists

in Washington, D.C. NVTC maintains the ability to surge in response to national and operational requirements.

OSC-D is the first state-of-the-art bureau to open overseas since the organization made its transformation under the DNI from the Foreign Broadcast Information Service to OSC. The bureau is an integral component of ILiAD. The bureau supports U.S. government agencies in the high-priority Middle East region, including in-theater military, with comprehensive open source answers to key information questions. OSC-D provides a cadre of linguists dedicated to counterterrorism Internet exploitation, Pan-Arab media monitoring, and specialized training and support to develop open-source expertise in other government agencies.

The ILiAD Fusion Cell Team: Army Lt. Col. Chris Pultz, Charles Worland, Joe Otis, Rosalba Eccher-Micheli and Air Force Maj. Kasandra Traweek.


Photos submitted by NM

Standing in front of the Al Zubara Fort, ILiAD members Air Force Maj. Kasandra Traweek, Army Lt. Col. Chris Pultz and Jeffrey Baker explore Qatar.

Co-location of these three capabilities on Camp As Sayliyah yields economic and administrative efficiencies through shared costs and facilitates our forward engagement with U.S. military elements — particularly CENTCOM and Special Operations Command — and U.S. embassies. Sharing the same location also provides a sense of synergy to ILiAD that aids in establishing a communicative, collaborative and collegial environment. Though interagency cooperation is possible without sharing the same space, nothing inspires "unit" cohesion like sharing the same roof. Aiding with the integration of these partners is the improvement of shared virtual space, also known as the ILiAD SharePoint portal — designed as a streamlined, one-stop shop for any customer within the region. As the portal develops, it will also function as a tasking and tracking mechanism. Another portal on NIPRNet is being developed and is expected to be functional by this summer, making the ILiAD more accessible to multiple customers.

Although still in the early stages of development, ILiAD has already brought its unique capability to bear on important projects within theater to meet strategic and operational wartime requirements in support of operations Iraqi Freedom and Enduring Freedom and Horn of Africa missions. This confederation also enhances CENTCOM's ability to conduct strategic communication to shape international and regional audience perception and attitudes. This unique merger of federal organizations into a single synergistic entity has established a historical precedent, which could be duplicated in other regions around the world.

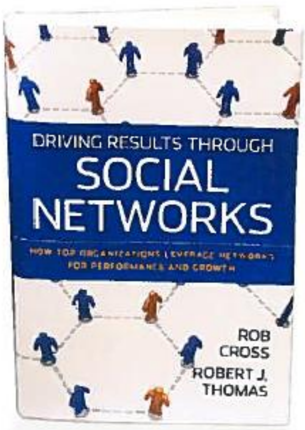
The future success of the ILiAD concept could signify a new chapter of linguistic/analytical support, and lay the foundation for expanding operations to support other combatant commands that could benefit from a similar centralized concept of linguistic and exploitative support. The challenge ahead for ILiAD is building relationships within the region to become part of the integrated and synchronized interagency efforts to clearly and persuasively improve communication and situational awareness for all U.S. government agencies.

Tapping into the SOCIAL SIDE of Organizations to IMPROVE PERFORMANCE

By Adrian "Zeke" Wolfberg, CS

"Driving Results through Social Networks: How Top Organizations Leverage Networks for Performance and Growth," by Rob Cross and Robert Thomas, is written from a leadership perspective on the value of an organization's informal networks. These networks provide ways to access and combine technical and contextual knowledge, and tap into organizational wisdom. The value contributed by informal networks spans the spectrum from addressing undefined or ambiguous problems and unresolved solutions, to those where both problem and solution are well defined and predictable.

This book is neither technical nor a how-to guide, rather Cross and Thomas are responding to the widely recognized acknowledgement of the importance and power of informal networks in getting complex, knowledge work done. However, the challenge has been that organizations spend little time and effort assessing and managing these networks.


DRIVING RESULTS THROUGH
SOCIAL NETWORKS
HOW TOP ORGANIZATIONS LEVERAGE NETWORKS FOR PERFORMANCE AND GROWTH
ROB CROSS
ROBERT J. THOMAS

BOOK REVIEW

Title: Driving Results through Social Networks: How Top Organizations Leverage Networks for Performance and Growth

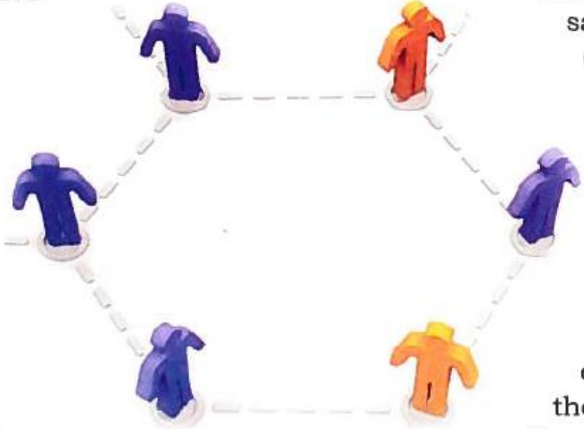
Authors: Rob Cross and Robert J. Thomas

Published in 2009 by Jossey-Bass

Cross is a professor of organizational behavior at the University of Virginia's McIntyre School of Commerce. Thomas is the executive director of Accenture Institute for High Performance and a professor of leadership at Tufts University.

The authors wrote this book to help managers and leaders understand the unique contributions a network orientation can bring to improving organizational performance. A key point is the role that both formal and informal networks play in how organizational decisions are executed. Most effort is used on the formal side, establishing clear accountabilities and decision processes, but the good or right decision is of little value if it is not accepted or acted upon by employees or informal networks of employees.

Here is a compelling story that helps illustrate how a network perspective resulted in specific actions to improve performance. Cross was asked by the chief executive officer (CEO) of a rapidly growing pharmaceutical company to analyze an issue that was troubling him. The CEO was concerned that company decision-making processes were neither efficient nor effective. Cross did a network analysis and found that conflicting goals impeded the process. Company vice presidents believed the corporate culture was egalitarian and empowered employees, yet 70 percent of all decisions required staffing all the way up to the vice presidents and above, revealing a very hierarchical structure. The executive leadership became bottlenecks, largely because decision rights were not clear or well distributed. As a result, the pharmaceutical executives worked to their limits and still were not able to satisfy the number of decision requests. Another huge impact was the negative effect on collaboration between employees. Because the thrust of communication was upward to meet the behavioral pattern of a hierarchical decision-making process, there was little motivation or reason for horizontal communication.



Cross proposed three solutions, which were implemented by the CEO. First, new guides to decision-making principles and decision-flow models were created. Second, senior leadership convened a steering committee to review governance principles and practices regarding decisions; and third, these new models and practices were embedded within new leadership and conflict resolution training. These initiatives were celebrated by the company's employees who saw them as the first steps to achieving an egalitarian culture. Senior leaders were thrilled because they saw how steps could create a culture of collaboration. In the end, the CEO said the project was a huge success because of time and dollar savings achieved on a handful of decisions, as well as the positive impact to the organization's culture and behavior.

KNOWLEDGE IN ACTION

See Page 16 for one analyst's application of a recent Knowledge Lab Book review.

It is clear after reading this book that DIA realizes the value of informal networks, but in practice we have not yet devoted the energy and resources to utilizing the power of networks to improve performance. It's kind of like how a small segment of the population recognized the value of alternative energy sources for automobiles, but it was only recently with the spike in gasoline prices that increased efforts in research and development have materialized and now an expanded "greening" attitude exists. I think we are still educating ourselves and waiting for that tipping point to occur where organizations intentionally devote resources to "grow and harvest" the value in informal networks.

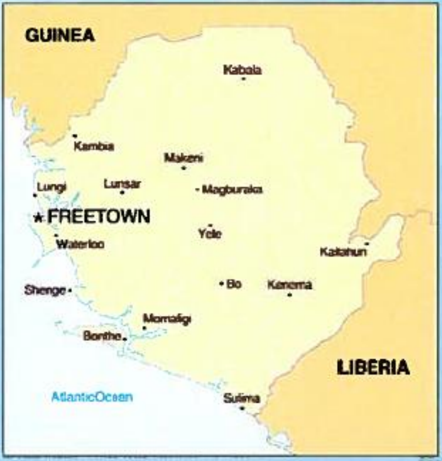
The Knowledge Lab purchased 30 copies of "Driving Results through Social Networks" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Post of the Month:
U.S. Defense Attaché Office FREETOWN

By Army Staff Sgt. Hank Slaughter, DH

Post Highlights

For the past several years, the U.N. has listed Sierra Leone as one of the world's "least livable" countries, based on poverty and poor quality of life. However, despite its volatile history and "blood diamond" reputation, Sierra Leone, with its breathtaking landscape and unique cultural heritage, is waiting to be explored again and again.


GUINEA
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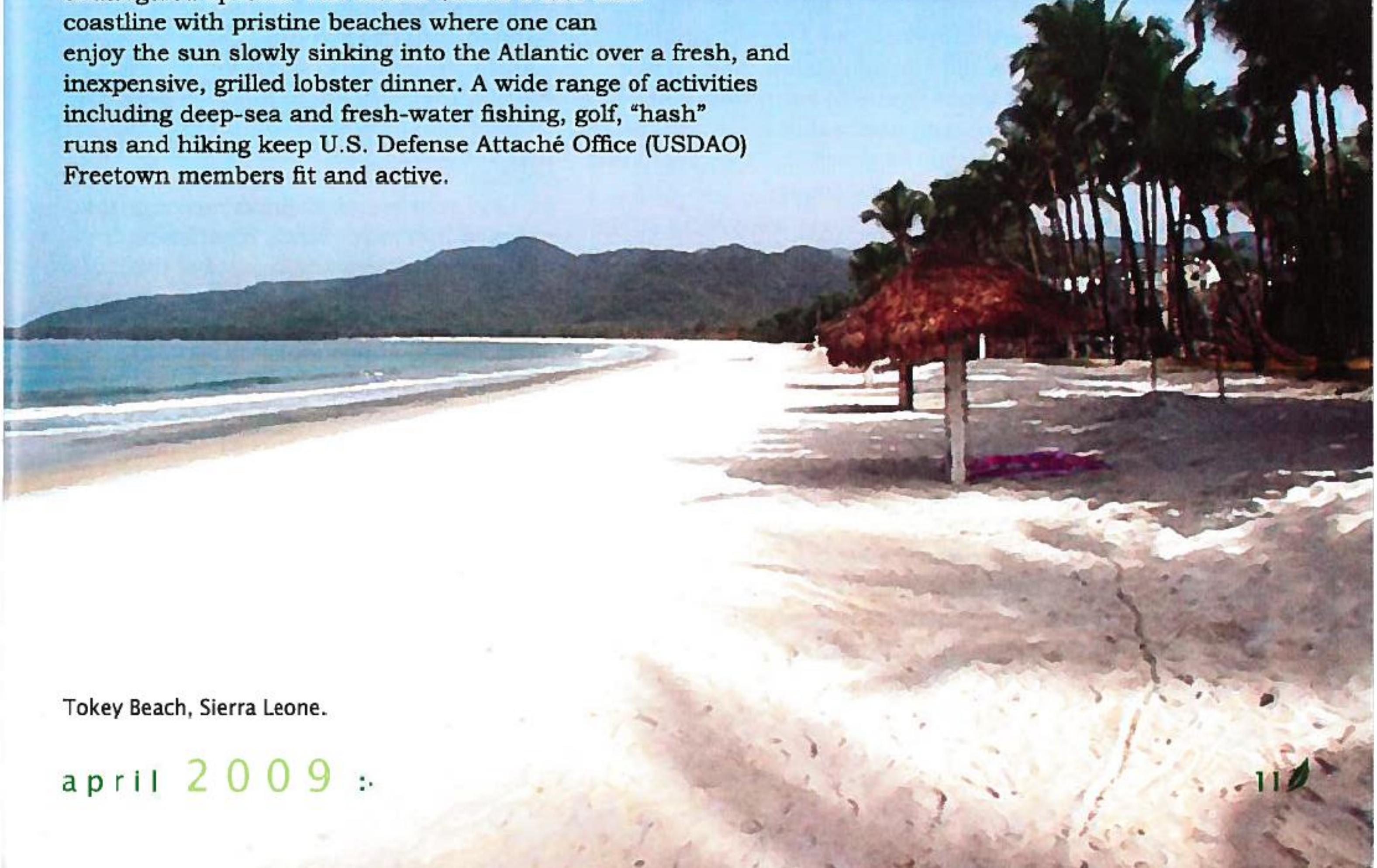
Kenema
Momaligi
Bonthe
LIBERIA
AtlanticOcean
Sulima

Sierra Leone is home to jungle waterfalls, mysterious hidden lakes and historical islands bearing the ruins of the abandoned slave trade. The lush rain forest spills down hillsides to a crystal-clear ocean and is home to many rare and endangered species. The nation boasts a 225-mile coastline with pristine beaches where one can enjoy the sun slowly sinking into the Atlantic over a fresh, and inexpensive, grilled lobster dinner. A wide range of activities including deep-sea and fresh-water fishing, golf, "hash" runs and hiking keep U.S. Defense Attaché Office (USDAO) Freetown members fit and active.



Tokey Beach, Sierra Leone.

Sierra Leone's multi-cultural heritage creates a tradition of friendliness and hospitality rarely seen anywhere else in the world. The population is 60 percent Muslim, yet religious tolerance is the norm. Interfaith marriages are commonplace, and children often choose their own religion. Many buses carry placards reading, "God Bless Islam." Soccer teams huddle for pre-match Christian and Muslim prayers, often recited by the same player. At official ceremonies, leaders quote the Bible one minute and the Koran the next, seamlessly switching from English to Arabic. During a recent visit by U.S. military chaplains, Air Force Chaplain Capt. Walid Habash stated that, "While Sierra Leone wants to learn from [the United States], the rest of the world could learn a lesson in peace and tolerance from the people of Sierra Leone."

Photos by Alimay Sesay, DH

USDAO Freetown personnel: Air Force Master Sgt. Daren James, operations coordinator; Air Force Lt. Col. Leslie Bryant, defense attaché; Tom Bednar, defense liaison officer; and Army Staff Sgt. Hank Slaughter, operations noncommissioned officer.

Host Country Highlights

Sierra Leone is roughly the size of South Carolina, a state with whom it shares a cultural history through the Gullah people, descended from Sierra Leonean slaves. Untouched, white sandy beaches and mangrove swamps dot the coast along with wooded hills, a plateau in the interior and mountains in the east.

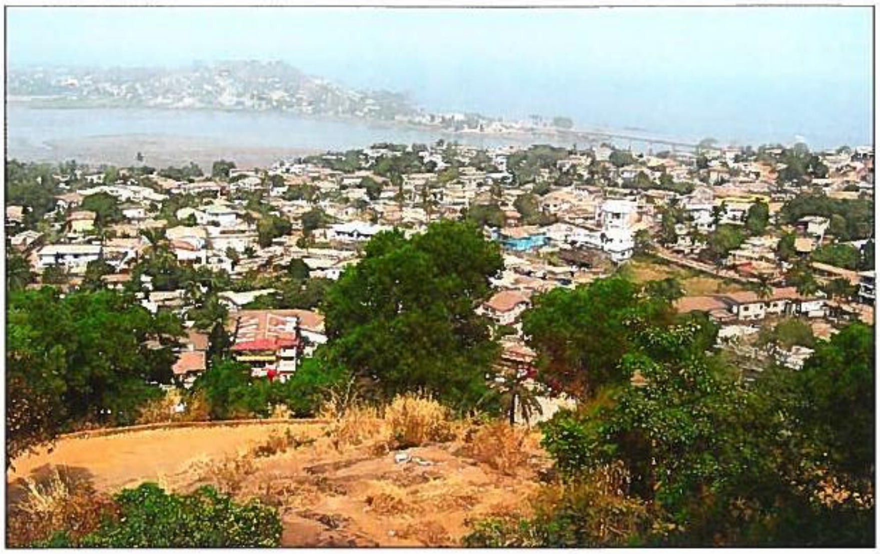
The Portuguese were the first Europeans to explore the land and called it "Serra Leoa," or lion mountains. Italian explorers later translated it to Sierra Leone. Freetown was ceded in 1787 as a home for blacks discharged from the British armed forces, many of whom fought for England during the American Revolution, and it also became a haven for runaway slaves. In 1808 the coastal area became a British colony and in 1896 it was proclaimed a protectorate.

Sierra Leone declared independence on April 27, 1961, and became a republic on April 19, 1971. Prime Minister Siaka Stevens instituted a one-party system under the All People's Congress Party in 1978. In 1992 rebels overthrew the government and launched a decade-long civil war. Another military coup in 1996 was followed by multiparty presidential elections and People's Party candidate Ahmad Tejan Kabbah became the nation's first elected president.

A violent military coup ousted the government in 1997 and Lt. Col. Johnny Paul Koroma assumed the title head of the Armed Forces Revolutionary Council and began a reign of terror, destroying the nation's economy and murdering his enemies. The Commonwealth of Nations intervened with a Nigerian-led peacekeeping force and, after 10 months, Kabbah resumed his rule. The rebel forces continued to wage attacks, employing torture, rape and amputation by machete as they sought to gain control over the rich diamond mines.

In 1999 rebels and Liberian mercenaries stormed Freetown. When Nigerian peacekeepers regained control of the city, rebel leader Foday Sankoh was captured but died while awaiting trial for war crimes. The conflict ended in January 2002, and by 2004 the disarmament of 70,000 rebel soldiers had been completed.

Seven years after the war, the Republic of Sierra Leone Armed Forces (RSLAF) is in transition. Apolitical, respectful of civilian authority and adopting the rule of law, the force is to downsize from 16,000 to 8,500 by the end of 2009. In 2007 and 2008, the RSLAF provided security to national and local elections that many



Overlooking Freetown, Sierra Leone.

thought would be violent. Instead, the elections were peaceful, well coordinated and led to a seamless transition of power to an opposition party. Both elections were considered to be a model for Africa by international observers.

Operational Highlights

Sierra Leone's protected fishing zones have abundant marine resources that are currently being illegally fished and over-fished by foreign commercial fishing fleets. Along with other West African countries, Sierra Leone has also become a major trans-shipment zone for cocaine and other drugs moving from Latin America to Europe. USDAO Freetown is using the International Military Education and Training (IMET) program to strengthen the RSLAF's Maritime Wing's ability to fight smuggling and piracy, and has partnered with the U.S. Africa Command counternarcotics program to provide specialized equipment for and training in drug identification, interdiction operations and ship boarding procedures. The Ministry of Defense has committed in 2009 to provide a battalion in support of U.N. peacekeeping operations on the continent through the Africa Contingency Operations Technical Assistance program.

On the humanitarian front, USDAO Freetown has initiated and is currently supervising the complete renovation of a rural missionary hospital that is the primary care facility for 250,000 people. In addition, the hospital manages an HIV/AIDS prevention, treatment and education program for the military community.

Along with traditional DIA responsibilities, 2008 was a security assistance whirlwind for USDAO Freetown. The end of a five-year moratorium on IMET allowed several RSLAF officers to attend courses at U.S. military facilities last year, and more are to be scheduled for this year. Last year also saw the first full expenditure of annual IMET funds since the war, in addition to receiving a $25,000 fall-out under the same program for the first time in 18 years. In November the staff simultaneously supported a congressional delegation visit and a U.S. Navy ship visit — the first of either to Sierra Leone in 18 years.

Though based at one of the smaller U.S. embassies in the world, and in arguably the poorest country in Africa, USDAO Freetown plays a major role in regional security and humanitarian operations. Professionalizing a highly motivated military force, helping a nation maintain sovereignty over its natural resources, stemming the flow of illegal drugs and black market goods, and getting quality medical care where it is needed most continue to be both challenging and rewarding for USDAO Freetown.

Location: Freetown, Sierra Leone

Population: Freetown, 1 million Sierra Leone, 6.2 million

Primary Languages: English and Krio

Basic Greeting: "Aw di bodi?" is the common greeting and means "How are you?"

FLASHBACK to 1979

Examining the points of origin for today's national security issues

By Dr. Roy L. McCullough, DA

To understand the present, one must understand the past. This is certainly the case when one considers three historic events in 1979. In many ways, the Iranian Revolution, the siege of the Grand Mosque in Mecca and the Soviet invasion of Afghanistan represent the points of origin for some of the most challenging national security issues facing the United States today.

In January 1979, following a year of violent popular protests and demonstrations, the Western-backed Shah of Iran, Mohammad Reza Pahlavi, fled the country. Ayatollah Ruhollah Musavi Khomeini, longtime opponent of the shah and primary architect of the revolution, returned to Tehran from exile in Paris and was greeted by millions of cheering Iranians. On April 1 Iran officially became an Islamic Republic. Several months later the U.S. decided to allow the exiled shah into the country for cancer treatment, which outraged many Iranians, who wanted the shah returned to Iran to stand trial. In response, hundreds of Khomeini's supporters overran the U.S. embassy in Tehran, took dozens of American diplomats hostage and held them for 444 days. The Iranian revolution and subsequent hostage crisis had a profound impact on U.S national security. The success of the revolution made Islamic fundamentalism a political force in the world, while the ensuing hostage crisis marked the beginning of three decades of difficult relations between the U.S. and Iran.

In November 1979 a radical Islamic group led by Juhaiman al-Utaibi stormed the Grand Mosque in Mecca, Saudi Arabia, taking hostage hundreds of pilgrims gathered for the hajj. It took Saudi authorities nearly two weeks to regain control of the Mosque. Hundreds of government soldiers, radicals and hostages were killed or injured in the bitter fighting. Although they successfully repressed the revolt, the seizure of the Grand Mosque revealed dangerous internal pressures facing the Saudi regime. During the 1970s Saudi Arabia experienced a rapid influx of petrodollars, an expanding expatriate community, increased government corruption and growing evidence of materialism in society. Many, including al-Utaibi's group, viewed these developments as a sign of moral decay. Following the revolt, the Saudi regime attempted to bolster their Islamic credentials by curtailing the rights of women and cracking down on various Western influences, effectively reversing trends for a gradual opening of Saudi society.

In December 1979, in an attempt to reassert control over a region wracked by popular unrest, political instability and civil war, the Soviets invaded Afghanistan. This marked the beginning of a bloody, inconclusive and draining conflict that

would last nearly a decade. Resistance to Soviet occupiers centered on the mujahedeen, a loosely aligned assortment of fighters supported in part by the U.S. and Pakistan. Foreign fighters and financiers were outraged by this violation of Muslim lands and joined in the struggle that ended with the Soviet withdrawal in 1989. Among this group was Osama bin Laden — proving the Soviet invasion and subsequent withdrawal had significant implications for the future. The conflict helped internationalize the militant Islamic movement and produced a cadre of experienced fighters, who were admired by many for their improbable victory against one of the world's two superpowers. The mythology surrounding bin Laden's role in this conflict proved instrumental in the establishment of al-Qaida, while the civil war that followed the Soviet withdrawal paved the way for the rise of the Taliban.

As we see in these examples, an understanding of history must include both an appreciation of long-term historical trends and the identification of unique historical moments. With the clarity provided by hindsight, 1979 emerges as an important historical moment in the evolution of some of today's most challenging national security issues.

Move Over Emeril — EO Plans to 'KICK IT UP A NOTCH'

By the Equal Opportunity and Diversity Office Staff, EO

During the past 18 months, the Equal Opportunity and Diversity Office (EO) has been steadfast in its ongoing efforts to promote diversity, inclusion and equality of opportunity throughout DIA's global enterprise. And though EO's team of professionals is excited about the progress made thus far, they recognize that there is still room for improvement. That is why EO launched a new strategic focus this year designed to position DIA as a model federal agency. The tasks facing today's leaders are enormous, and as a services-based organization, EO has a responsibility to work with all levels of management in helping to create a positive, productive and prosperous organization.

By pledging to "kick it up a notch," Nancy Scott, chief of EO, and her team of professionals and consultants are offering greater partnership and collaboration in

Photo by Megan E. Donohue, EO

Chief of EO Nancy Scott, second from left, briefs Deputy Director for Mission Services James Manzelmann, left, on the newly developed "Up a Notch" campaign for EO services. Also in attendance, from right, are EO's Connie Morrow, Eddie McCormick and Scott Lanum.

EO SERVICES

Leadership Consultation Services: Strategic planning, organizational assessments, climate surveys, administrative inquiries, EO education, healthy workplace practices and customized individual or group consultation.

Workplace Assessments: Periodic updates to leadership, compliance oversight, work force trends and analysis.

Reasonable Accommodation: On-call guidance for ergonomic and disability accommodation, sign language interpreting and disability awareness consultation.

Conflict Management: Mediation and alternative dispute resolution services.

Complaints Management: Neutral, timely and fact-based avenue of civil rights.

EO Outreach: EO education, leadership development, diversity management skills and speaker series.

developing sound strategies to become a model employer. Key components of this focus include: leadership accountability, education and awareness, and communication. Enhanced relationships, along with improved management tools, provide a strategic advantage in creating an inclusive workplace environment, one that fosters appreciation for everyone's needs and values, respects individual differences, and promotes organizational policies and management practices that work for everyone.

In an effort to launch the new Up a Notch campaign, Connie Morrow, deputy chief of EO, provided an overview of services in January to newly appointed enterprise support coordinators (ESCs) assigned to U.S. Forces Korea and the European, Joint Forces and Southern commands. Throughout her briefing, Morrow emphasized some of the key changes DIA can expect from EO in 2009 that will help enable leaders make more informed decisions so their employees can focus on mission accomplishment.

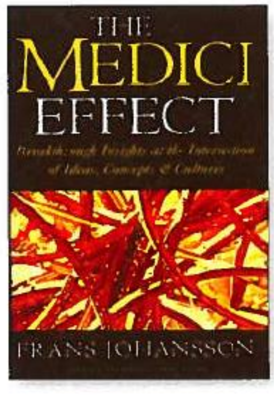
This journey EO has embarked on will leverage the strength of DIA's diverse work force and open the door to innovative thinking that will drive mission success.

You can contact EO staff from any location around the globe to find out more about how EO can work with your organization to provide customized services and workplace solutions. Employees can meet with EO staff at the DIAC or MSIC, call at (202) 231-1779 or DSN 428-1779, or reach EO by video-phone, video and desktop video-teleconferencing, SIPERNet, JWICS and NIPERNet.

'Medici Effect' Brings Together INTELLIGENCE and ASTRONOMY

By W. Scott Cunningham, DI

Inspired by the Knowledge Lab's book review in the May/June 2008 Communiqué on Frans Johansson's "Medici Effect," I read the book and applied Johansson's approach to my personal interest in online astronomy research. At home I use a Web-based application, Celestia, to study distant objects outside the Milky Way Galaxy. Celestia allows the user to delve into raw data from individual sensors, such as the Hubble Space Telescope, to view detailed images of distant bodies.



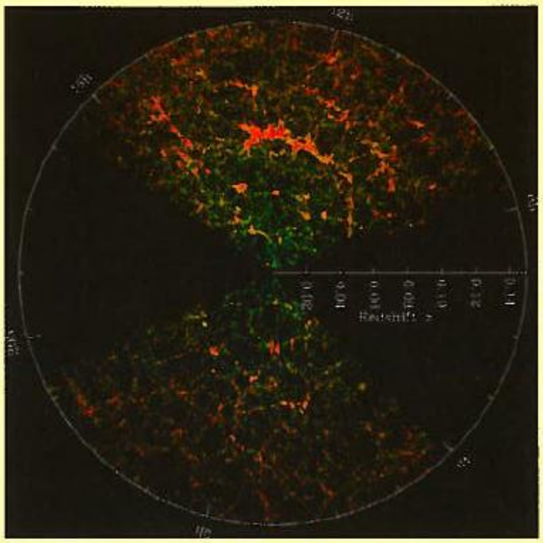
As the senior intelligence officer for the Directorate for Analysis' Joint Warfare Support Office (DI/JWS), my responsibilities include working with analysts to think creatively about intelligence problems, ensure sound tradecraft and encourage collaboration. The main theme of "The Medici Effect" is that new ideas are the result of a deliberate and repeatable process, and that professionals can apply methods from disparate disciplines to ignite valuable insights that might otherwise be overlooked.

Armed with that mindset, I more closely explored how applications, like Celestia, fit into the broader effort to collect, assess and produce complex data, as we do at DIA. I learned of an innovative consortium, the Sloan Digital Sky Survey (SDSS), and instantly made a connection to the collaboration challenges faced by the intelligence community (IC). SDSS is a multi-agency, multi-year effort to map the large-scale structure of the universe, using a single telescope based at Apache Point, New Mexico. The telescope, which today uses a 125 megapixel digital camera, has been in service since 1998. To date, the survey has cataloged more than 1 million galaxies.

The SDSS Web site takes credit for the initiative being the "most ambitious astronomical survey ever undertaken." Similar to the focus of the IC, the knowledge pursued by SDSS is seemingly infinite, and also requires robust analysis to build upon increasing levels of logic and reason to develop usable products. I believe DIA can learn from an enterprise whose adversary resists collection and analysis through the vagaries of distance and time, not because of geopolitical restrictions.

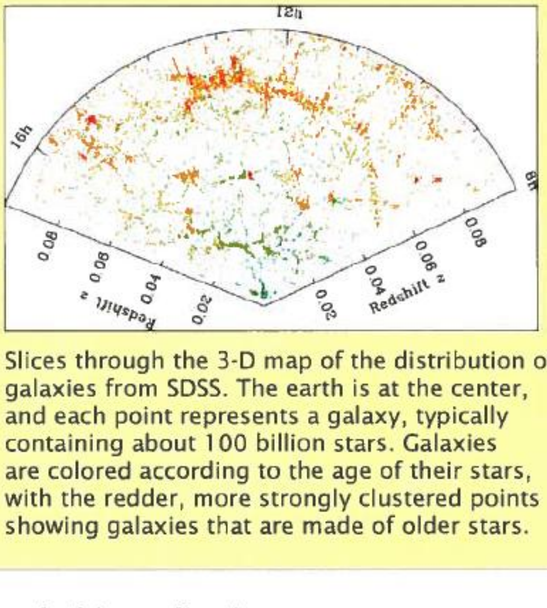
Seven international agencies, including NASA and U.S. Department of Energy, fund the survey, and more than 300 astronomers, engineers and academics from 25 institutions participate. The SDSS Collaboration Council is surprisingly mature and structured. The breadth and success of the survey's collaboration initiatives are worthy of further study to see what DIA can learn. Diverse working groups study everything from astronomical bodies we normally hear about, such as galaxies and quasars, to the tradecraft issue of "serendipity."

Similar to the IC's multi-domain networks, SDSS maintains complex public and private technical architecture, including SkyServer, a Web site that exposes data to researchers, academics, students and hobbyists worldwide. Through this application, 10 terabytes of data were recently released to the public — the sixth such release since the beginning of the program.



Images by M. Blanton and the SDSS

This image shows a map of the distribution of galaxies in a thin wedge of the sky, from the Sloan Digital Sky Survey. The earth is at the vertex of the wedge, and the most distant objects shown are 1.3 billion light years away.



Slices through the 3-D map of the distribution of galaxies from SDSS. The earth is at the center, and each point represents a galaxy, typically containing about 100 billion stars. Galaxies are colored according to the age of their stars, with the redder, more strongly clustered points showing galaxies that are made of older stars.

Looking to the future, I plan to build relationships with contacts from the U.S. Naval Observatory and Johns Hopkins University to learn more about how they manage the SDSS enterprise amongst competing analytic priorities. I will also look to the SDSS organization for pointers on how collaboration best practices from this corner of the scientific community could be applied to defense intelligence.

A 'Base' for UNDERSTANDING Tribal Leaders

By Rik A. Sneeuwjagt and Darin L. Dropinski, NM

As witnessed in Iraq and Afghanistan, it is critical that personnel in the intelligence community (IC) and Department of Defense (DOD) understand the intricacies of tribal relationships to meet Global War on Terror (GWOT), Operation Enduring Freedom (OEF) and Operation Iraqi Freedom mission requirements. To enable analysts, decision-makers and warfighters to quickly and easily locate and use tribal information, the Tribal Knowledge Base (TKB), a Web-based application, was created. TKB demonstrates a unique capability provided by the National Media Exploitation Center's (NMEC) Combined Media Processing Center-Qatar (CMPC-Q).

Importance of Tribal Knowledge

If individuals want to understand the enemy we are fighting in Iraq and Afghanistan, the magic word is "tribe." The tribe is the most ancient form of social organization. It arose from the hunter-gatherer clans of prehistory. A tribe is small; it consists of personal, face-to-face relationships that are often of blood. A tribe is cohesive; its structure is hierarchical. It has a leader and a rigid set of norms and customs that defines each individual's role. Like a hunting band, the tribe knows who the top dog is and how to follow orders.

What makes Islam so powerful in today's world is that its all-embracing discipline and order overlay the tribal mindset so perfectly. Islam delivers the certainty and security that the tribe is use to. It permits the tribal way to survive and thrive in a post-tribal and super-tribal world. Those we are fighting in Iraq and Afghanistan live that life 24/7, and have been from their genesis.

Once this foundational truth in Iraq was realized, a greater interest in tribal alignments occurred. In 2005, working with Sunni tribes in the Anbar province to form the Awakening Movement, the number of al-Qaida in Iraq (AQI) attacks on coalition forces significantly declined, and it dramatically reduced the cycle of sectarian violence between Shia and Sunni.

Similar "awakening movements" have sprung up elsewhere in Iraq. Army Gen. David Petraeus has said that he sees promise in trying to woo "reconcilable" Afghan tribes, as he did with the awakening of Sunni tribes in Iraq.

Afghan loyalty has never been to the nation, but to the tribe

Photos from www.joshuaproject.net

Southern Pashtun tribal leader

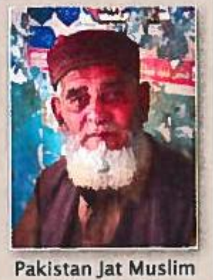
Uzbek tribal leader

Iraqi Arab tribal leader

Jordanian Arab tribal leader

Somali tribal leader

Tajik tribal leader


Pakistan Jat Muslim tribal leader

and clan; so it will be critical for our forces to understand and develop successful relationships with key-Afghan tribal leaders.

Tribal Census Data

Following the 2003 invasion in Iraq, coalition forces and members of the Iraq Survey Group (ISG) uncovered thousands of documents, including detailed censuses taken during the Saddam regime. These individual census records, called tribal data sheets, contained detailed information about individuals, families, shaykhs, previous shaykhs, subtribes, tribes, villages, districts, provinces/ governorates, numbers of men, numbers of weapons, and other relevant information and comments.

Initially these census documents were scanned by ISG personnel at Camp As Sayliyah, Qatar, and uploaded to the Harmony database with a short document summary. Fully translated census documents were attached to the Harmony record as a Microsoft Word or Adobe PDF document.

However, it became clear that while the census data in the tribal data sheets represented a treasure trove of valuable intelligence, it was virtually impossible to search for or use this data for analytical purposes. CMPC-Q personnel were receiving an ever-increasing number of requests for information (RFIs) from analysts, decision-makers and warfighters regarding tribes and individuals in Iraq.

To help with the RFIs, in 2007 a group of CMPC-Q linguists and data analysts came together and formed the Tribal Working Group (TWG). This team took the documents previously uploaded to Harmony, translated them and created a separate record of all the captured tribal data. The TWG used a Microsoft Excel spreadsheet with a planned migration to a Microsoft Access database.

While the initial spreadsheet allowed the TWG to respond more quickly to RFIs and other taskers, it was more than 65,000 lines, cumbersome to manipulate and approximately 17 megabytes — making it virtually impossible to share.

Additionally, CMPC-Q did not have on-site Microsoft Access database support and was planning an in-house development project using Directorate for Intelligence (J2) staff. Fortunately while en route to Iraq, the director of NMEC's Office of Information Technology was briefed by the TWG during a tour of CMPC-Q. The briefing resulted in the matching of a strong information technology (IT) need to a strong IT capability.

Photo submitted by Darin L. Dropinski, NM

Members of the NMEC IT Team at Camp As Sayliyah, Qatar: Juan-Carlos Lama, Darin Dropinski, Rik Sneeuwjagt and Stacey Smith.

Creation of TKB

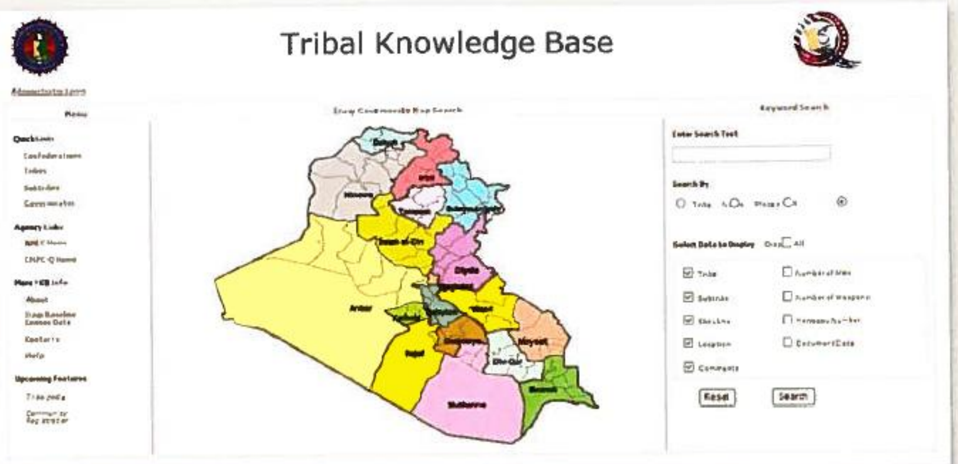
Over the course of a few months, NMEC's IT team and CMPC-Q decided that the Excel spreadsheets could be migrated to a more robust, Web-enabled structured query language database. In addition, the database and the ensuing Web site needed to be intuitive to navigate and easy to search, use and export data to other applications.

Additionally, it was agreed that while the initial focus of the database would be on Iraq, the larger tribal issue was equally applicable to other countries in the GWOT and OEF, including Afghanistan and Pakistan — at that point, the term Tribal Knowledge Base was coined. The development of TKB began in August 2008, and within 90 days, the NMEC IT team had developed the application, with initial operating capability in October.

Accessing and Using the TKB

The TKB application is hosted on SIPRNet and available to all IC and DOD personnel. To access TKB, simply go to http://www.nmec.smil.mil:8090/TKB.

As the accompanying screen capture illustrates, TKB provides users with the



Screen shot of the TKB Web site: http://www.nmec.smil.mil:8090/TKB

ability to locate tribal data by clicking on a static map of Iraq and selecting various governorates. In the future there will be a capability to allow users to locate tribal data at the district level. Users can also locate tribal data by clicking on one of the "Quick Lists" on the left, which is provided for confederations, tribes and sub-tribes.

The primary analytical functionality of the main TKB screen is the search capability. Users can locate tribal data by entering any term into the text search box on the right. Users can narrow their searches by selecting only tribes or locations. Additionally, the search capability allows users to narrow the number of columns they see in the search results.

TKB's Future

To date, the feedback that NMEC and CMPC-Q have received for TKB from the IC and DOD communities has been outstanding. Given the depth and quality of information in TKB regarding Iraqi tribes, it was recommended that the database be expanded to include Afghanistan tribal data. NMEC/CMPC-Q tribal data outreach and collection for the Afghanistan TKB (A-TKB) was initiated in October 2008.

It should be noted the TKB team is still refining the application to include several new enhancements, and is in the process of collecting new requirements for Afghanistan tribes. Among these new requirements will be the capability to locate tribal data coupled with geospatial data for use with geospatial products, such as ArcGIS or Google Earth.

If you would like more information about TKB, or if you possess tribal information for contribution, please contact one of the TKB team members listed on the SIPRNET contact page at http://www.nmec.smil.mil:8090/docs/tkb/contacts.html.

BETTER HR ASSISTANCE for Deployed Personnel

by Amy L. Buckley, HC

As more and more DIA civilian and military employees deploy to Iraq, Afghanistan and Qatar, it becomes harder to address human resources-related tasks and issues from afar. In response to this growing need, DIA's Directorate for Human Capital (HC) Office of Human Resources (HCH) established the J1 Rear Personnel Operations Center within the DIA Readiness Center (DRC).

The J1 Rear serves as the agency's conduit between the deployed locations and HCH in Washington, D.C. Its staff

also serves as liaisons between the J1 forward element and the directorates' HC Support Branch (HCSB) staff back in the U.S. The J1 Rear Personnel Operations Center ensures that deployed or temporary duty personnel obtain responsive customer service and personnel support during their time overseas, as well as post-deployment.

Personnel operations staff in the J1 Rear coordinate and facilitate all functions of civilian personnel operations, to include unit manning, Defense Civilian Intelligence Personnel System inquiries, pay and entitlement questions, and civilian awards. The staff also assists with morale functions, manages the completion of civilian appraisals and time and attendance recordkeeping, and a host of other personnel-related needs. J1 Rear staff provids administrative assistance to the DIA Situation Center, HC casualty assistance officer and the Employee Assistance Program in order to provide fast, professional service in the event of an emergency with deployed personnel.

Photo by Chris G. Smith, HC

HC's Pam Bradford is hard at work in the J1 Forward in Iraq.

In addition to supporting DIA civilians overseas, the J1 Rear also serves DIA's deployed military personnel. The staff processes military awards and decorations — to include monitoring award submissions, reviewing their content, correcting any issues and tracking completion from the deployed location back to HC's Military Personnel Division (HCH-3). The team also assists in processing military evaluation reports and ensuring they're delivered from the deployed location back to DIA headquarters. The J1 Rear staff also facilitates emergency and ordinary leave requests for deployed military members, to include coordination with HCH-3. They're also responsible for ensuring both military and civilian eZHR personnel data is up-to-date and includes all appraisals, awards and other personnel actions completed during deployment.

Another responsibility of J1 Rear staff is coordinating the agency's quarterly Family Support Night. This briefing provides family members with information on programs and services available to them during their loved one's deployment. If you plan to deploy, contact the J1 Rear Personnel Operations Center for upcoming Family Support Night dates.

For more information about DIA's J1 Rear Personnel Operations Center, contact Pam Bradford at (301) 394-5339, or Cynthia "Cynni" Salters at (301)394-5242. You can also e-mail the DIA Readiness Center at:

JWICS: J1Rear@dia.ic.gov

SIPRNet: J1Rear@dia.smil.mil

NIPRNet: J1Rear@dia.mil

TAKE INITIATIVE and Aim for Preservation

By Jennifer M. Redding, CP

As the crowd of cubicle mates cheer in the background, he can feel the pressure mounting. This shot counts. If nothing more, his pride is on the line. Leaving his hand, a slight whistle can be heard as it soars through the air and swoosh. He rocketed his soda can perfectly into the aluminum recycling bin and became the man of the hour with perfect aim.

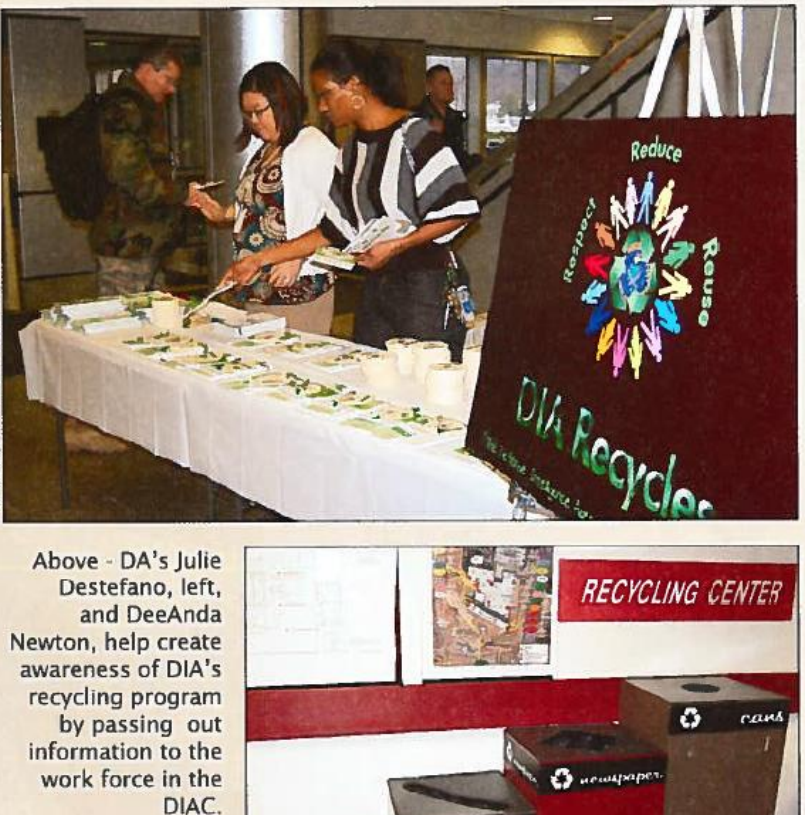
While this specific example may or may not reflect reality for your typical DIA employee, preserving the environment for future generations is as real as it gets. Recycling is just one small contribution our team can make to help the world.

"Recycling does take individual initiative and a concentrated effort, but we've tried to make it more convenient for those at the DIAC with our recycling centers throughout the building," said James Berry, chief of the Customer Support and Building Services Division of the Directorate for Mission Services (DA).

Each recycling center includes bins for cans, plastic and glass, newspaper and unclassified white paper and is located near most restrooms and vending areas on every floor of the DIAC. Robin Hill, DA information release specialist, initiated these centers as part of a Lean Six Sigma project in April 2008 to increase recycling awareness and convenience for disposing of recyclable material.

"I feel we all have a moral obligation to do our part in protecting the environment," Hill said. "If everyone could do something as simple as recycling, it would be a major contribution to the conservation of our global environment."

Since the recycling centers were established, the average of recycled material from the DIAC increased from 200 to 2,000 pounds per month.



Photos by Jennifer M. Redding, CP

Above - DA's Julie Destefano, left, and DeeAnda Newton, help create awareness of DIA's recycling program by passing out information to the work force in the DIAC.

Right - Recycling centers are set up on each floor throughout the DIAC.

RECYCLING CENTER
cans
newspaper
paper
UNCLASSIFIED WHITE PAPER
plastic
glass

The chart below outlines items accepted in their respective bins:

Cans	Aluminum, tin and metal cans
Plastic and Glass	Plastic and glass containers, no bags
Newspaper	Mixed paper including magazines and newspaper
Paper	Unclassified white paper including letters, copy and envelopes

The next time you step out of the office for a short walk, be sure to take your recyclable goods with you. The morning newspaper and soup can from lunch would be much better served out of the waste basket and in a recycle bin. And remember, all items should be rinsed out before recycled.

Items are removed from their bins every Thursday and taken to the loading dock for pick-up by Bolling Air Force Base, Washington, D.C., which recycles these goods and in turn directs proceeds to the base morale, welfare and recreation program. Currently, plans are in place to have a DIA in-house classified destruction facility, which will turn shreds of classified material into recyclable pellets and be sold to benefit the DIA Morale, Welfare and Recreation Program.

If you are located outside of the DIAC, please be sure to investigate your options for recycling in your office and help reduce waste.

GOING GREEN by Going Virtual

By Maurice Carter, DS

Rising global warming, increased energy costs and greater awareness of socioeconomic implications have forced the Directorate for Information Management and Chief Information Officer (DS) to look for ways to reduce its carbon emissions footprint. According to an Environmental Protection Agency estimate, the increased use of information systems, and the power and cooling infrastructures that support them, has caused energy use to double over the past five years. Consumption is expected to almost double again within the next five years to more than 100 billion kilowatt-hours, or $7.4 billion annually.

"Through 2009 energy costs will emerge as the second-highest operating cost in 70 percent of worldwide data center facilities," reports Michael Bell, vice president at Gartner, a research firm that advises companies on green initiatives. "Servers represent the biggest consumer of power and cooling, amounting to 40 percent of overall power consumption. At which point, energy costs will be exceeded only by labor as the major data center operating cost."

The answer to greening information technology (IT) lies in the implementation of server virtualization, which allows one physical server to be divided up to do the job of multiple servers. The benefits of virtualization technology are a massive reduction in energy consumption, an exponential cost savings and a smaller hardware footprint, freeing up needed floor space.

As DS moves toward the stand-up of new data centers, greening IT will be at the forefront of implementation planning.

DIA's Green Machines

By the Travel and Transportation Office, DA

The Directorate for Mission Services Office for Engineering and Logistics Services (DA/DAL) is planning to green DIA's fleet of vehicles. In keeping with the greening effort at DIA, DAL has begun to order hybrid automobiles to replace gasoline vehicles as their leases expire.

In September 2008 DIA entered into an agreement with the General Services Administration (GSA) to develop a multiyear replacement schedule of DIA's fleet with hybrid vehicles. The benefits are two fold: reduce the use of petroleum and carbon dioxide emissions, and comply with the requirements of Executive Order 13423, which sets goals for improving energy efficiency, recycling and use of renewable energy sources. Using hybrids and vehicles that run on alternative fuels is one way that DIA is reaching this goal.

GSA leverages the buying power of the federal government to acquire the best value for taxpayers and federal customers. Procuring inexpensive vehicles at the lowest bid ensures the greatest discounts for government entities. Procurement of hybrids is limited by the manufacturers' production schedules and could affect the number of hybrid vehicles DIA receives. In fiscal year 2009 GSA ordered 116 alternative fuel vehicles for the National Capital Region. DIA received its first hybrid, a Chevy Malibu, on April 13. DAL plans to receive three more hybrids for DIA by August.

The Knowledge Lab's GREEN TEAM

By Jennifer L. Spence, CS

Like many organizations in government and the private sector, DIA is on its way to becoming a green organization — one that uses energy and resources more effectively to reduce pollution and damage to natural systems.

Last summer Chief of Staff Phil Roberts asked the DIA Knowledge Lab to conduct a study of green initiatives at other public and private sector organizations to help DIA develop its own strategy.

The study revealed that individuals at every level started green initiatives, which were then expanded throughout the organization. For example, Yale University's efforts began with a student movement in the mid-1990s. Since then, its program has undergone a number of revisions. The Department of State harnessed a growing grassroots movement to help build momentum for a greening embassies program. A bi-monthly meeting called "Big Green" is open to anyone at the department who wants to learn more about green initiatives. The National Renewable Energy Lab (NREL) spreads the word through outreach and awareness

programs, specifically through an internal Web site and newsletter. In addition, new NREL employees take a short course on sustainability in the lab.

How long does it take to become green?

For the seven organizations the Knowledge Lab studied, going green has been a long-term commitment of at least five to 10 years. NREL has been going green for eight years — the first two of which it spent assessing its baseline metrics and evaluating its compliance with federal regulations. State began its program in 2001, and only recently succeeded in formally incorporating sustainability into their contracts.

Incentive programs often help drive behavior. Many of the organizations that were studied found value in recognizing excellence publicly — through awards or competition. The Environmental Protection Agency has reward programs for those who make exceptional contributions. Yale encouraged some friendly competition by creating a program that tracked the energy consumption of residential colleges.

What steps is DIA taking to go green?

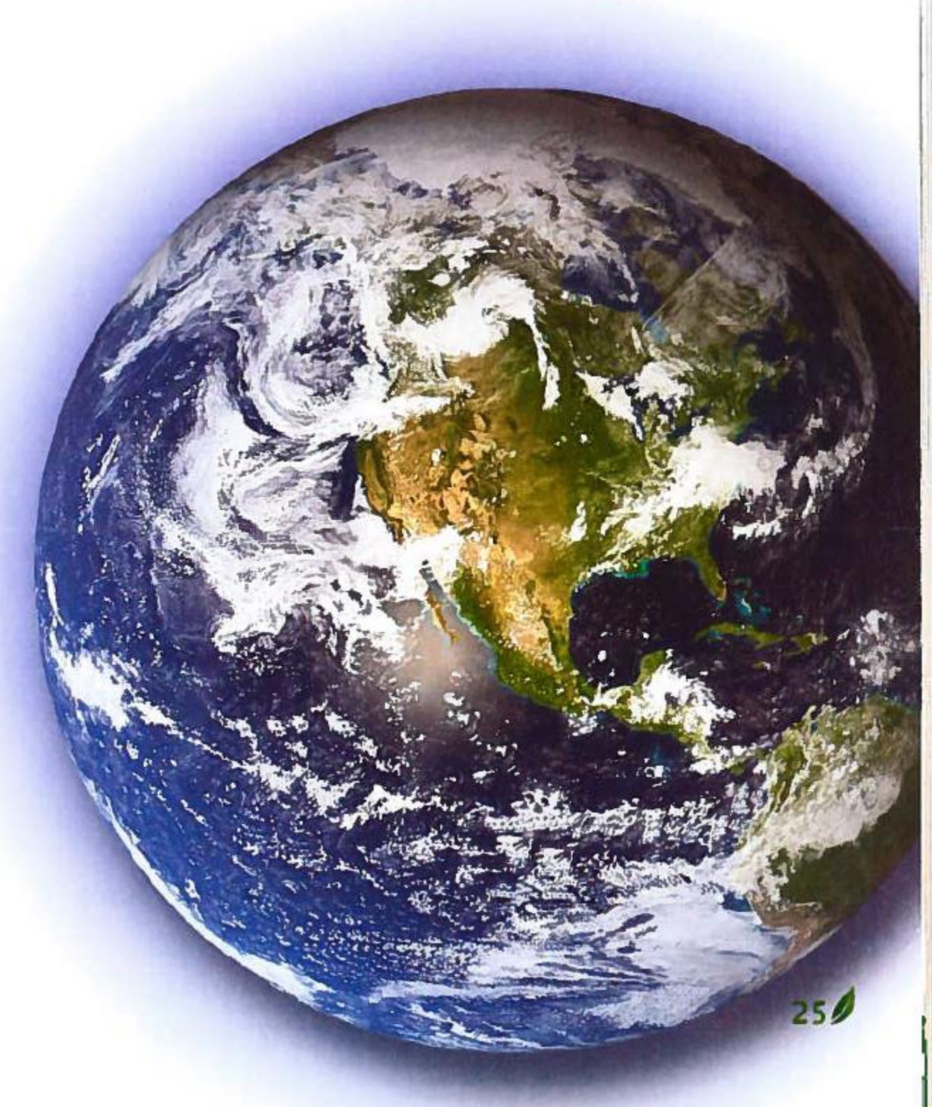
The directorates for Mission Services (DA) and Information Management and Chief Information Officer (DS), along with the offices for Congressional and Public Affairs (CP) and the Acquisition Executive (AE), are all part of the greening DIA team. They are working initiatives that include further decreasing the DIAC's energy footprint, purchasing alternative fuel and hybrid vehicles, using sustainable building concepts by incorporating them into the planning and design process, increasing recycling, and adding the capability of continuous monitoring of greenhouse gas emissions.

What can you do to help?

At the end of the workday, employees can power off their monitors, which can potentially save more than a million kilowatt-hours per year. Crossing Boundaries can also serve as a venue for you to propose new green ideas. Deputy Director for DA James Manzelmann will host a Crossing Boundaries session on greening DIA on May 14 at noon in Tighe Auditorium and via video teleconference.

As with the other organizations that were studied, greening DIA will not happen overnight; it will require the long-term commitment and the help of every employee to sustain the momentum.

If you have a green idea, contact the Crossing Boundaries team at (202) 231-3066 or the Office for Engineering and Logistics Services (DAL) chief, John Davis, at (202) 231-2908.



Interview with the Deputy Director for MISSION SERVICES

By the Communiqué Staff, CP

The Communiqué staff interviewed the deputy director for mission services, James Manzelmann, to discuss the Directorate for Mission Services' (DA's) efforts for greening DIA facilities and logistics. Manzelmann addresses specific greening solutions for the DIAC, as well as how individual employees can help reduce the DIA environmental footprint around the world.

Manzelmann was appointed to the Defense Intelligence Senior Executive Service and deputy director for DA in March 2004. His career as a licensed architect for commercial facilities has been beneficial as the deputy director for DA. Manzelmann leads about 1,500 personnel, including contractors, in providing global mission support services for DIA in facilities, logistics, security, readiness and deployment, and common services for employees, like food services, parking, the health center and shops.

COMMUNIQUÉ: *DIA already has an energy and environmental program in place. Please explain what DA has been doing to be more environmentally friendly?*

MR. MANZELMANN: DA is very supportive of initiatives for reducing the environmental impact of DIA. We have taken a two-phased approach to greening that first, embraces innovative engineering solutions, and second, promotes equipment solutions.

The DIAC expansion building, completed in 2005, is a good example of innovative engineering solutions. The expansion is one of the first Leadership in Energy and Environmental Design (LEED)-qualified buildings. The LEED Green Building Rating System is a third-party certification program designating nationally accepted benchmarks for design, construction and operation of high-performance green buildings.

The green construction design of the DIAC expansion building actually reduced the overall average energy usage per square foot of the entire campus, because the design integrated traditionally separate systems, such as energy, lighting, water, and heating and cooling, to maximize the efficiency of the overall building. For example, the older part of the DIAC was always heavily dependent on florescent lighting, which uses a lot of energy. When designing the spaces of the DIAC expansion, we installed advanced energy-saving lighting systems alongside passive lighting from many windows to allow in daylight and illuminate the building interior. We intentionally placed the

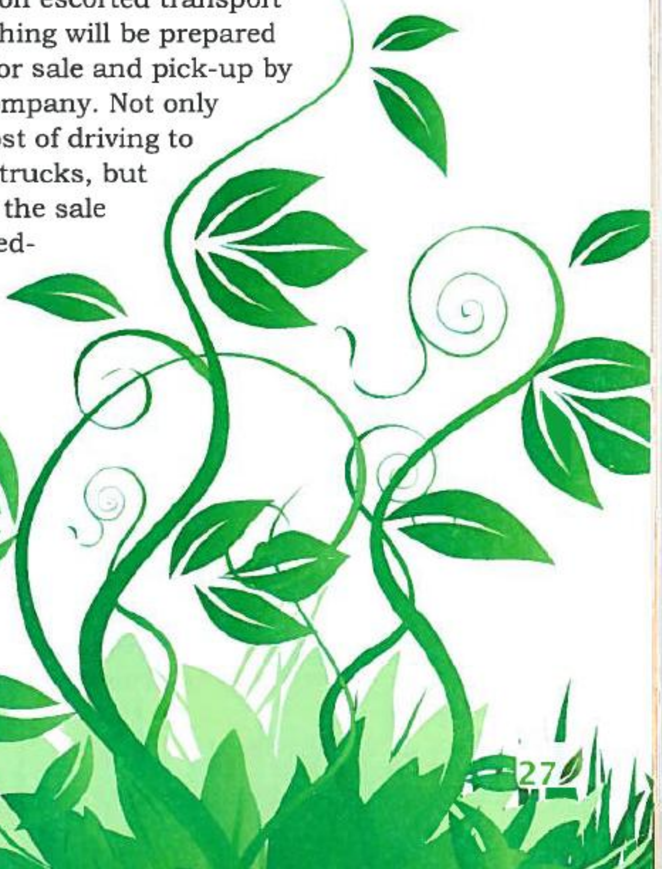
internal hard walls of the building well inside the structure to allow natural light into 70 to 80 percent of the workstations. We augmented this solution by utilizing frosted glass walls that allow natural light into the interior.

I am not sure whether employees have noticed, but the fins outside the windows of the expansion building are a related design solution. The expansion windows are 2 1/2 feet taller than other DIAC windows, which can have a thermal impact in the summer. To solve this, we incorporated shelf-like fins on the outside of the building along the southern exposures to shade interior workspaces from the summer sun, but also allow the winter sun to come through and provide heat and light. As a result, we decreased the amount of required artificial lighting, while significantly reducing our energy usage — the newer portion of the DIAC uses 15 percent less energy per square foot compared to the older building. To further reduce the energy used by lighting, we added solar-powered lights in the parking lots. With this innovative approach, the windows, exterior construction, and the electrical, heating and lighting systems all work together as a more efficient, integrated system.

Since 2004 we have been renovating the older part of the DIAC floor-by-floor, applying similar engineering solutions used in the expansion building. To date, we have completed the 6th and 7th floors, and the first module on the 5th floor will be ready this summer. We have also started to use light-emitting diode lights in the cafeteria and elevators, which use less energy than fluorescent lights. We have replaced the DIAC's original 22-year-old chillers and prime-switch gear equipment, resulting in increased cooling capacity and lowered energy use — saving DIA $874,000 a year. We are also planning to systematically replace the old DIAC fan coil units with more energy-efficient units to further increase energy savings. Additionally, DA is focused on conserving water, which as the work force grows, is a mounting cost for DIA. To help with this problem, we have installed two successful water solutions — low-water-use plumbing fixtures and new cooling towers that use a fraction of the water needed by their predecessors.

Equipment solutions are another important element of greening. In the DA Office for DIA Information and Special Services (DAN), Robin Hill conducted a Lean Six Sigma project on recycling at DIA. The project revealed that in the new building there were not enough recycling containers, and overall advertising and work force education needed to be improved to encourage recycling. A month after implementing her solutions, DIA went from 200 pounds of unclassified recycled materials, such as paper, plastic and metals, to 2,000 pounds per month.

Building on these recycling successes, DA purchased equipment to prepare classified material to be recycled. Currently, DIA sends all classified waste to CIA for shredding and disposal. To improve the cost effectiveness of this procedure, we purchased a specialized shredder that compresses shredded paper into six-inch cylinders, which are then recycled. This program will save on escorted transport costs, since everything will be prepared here at the DIAC for sale and pick-up by a private-sector company. Not only will we save the cost of driving to CIA with escorted trucks, but the proceeds from the sale of these compressed-paper cylinders will go to our



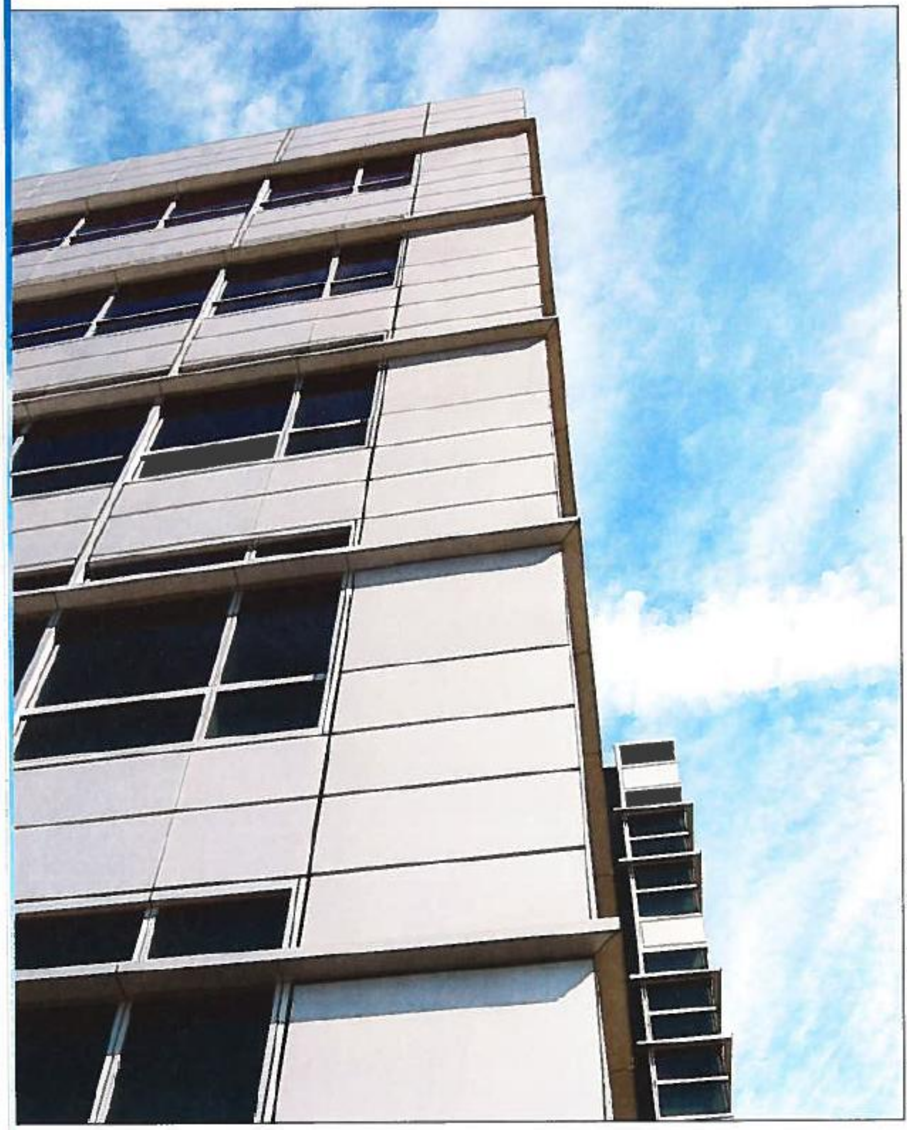


Photo by Myles J. Scrinopskie, CP

These shelf-like fins on the expansion shade the summer sun but allow the winter sun to come through and provide heat and light.

Civilian Welfare and Recreation (CWR) Program. I anticipate this new equipment to be operational by this summer.

DA is also pleased that the chief of staff authorized the purchase of hybrid government vehicles to replace higher carbon-producing models currently in the DIA car fleet. We just received our first one April 13, and we hope to have three more hybrids by August.

DA has worked hard to implement many varied initiatives to reduce DIA's overall environmental impact, and by implementing these and other engineering and equipment solutions during the last few years, we have succeeded in reducing energy use by more than 6 percent and water usage by 24 percent.

COMMUNIQUÉ: *The agency is implementing a greening DIA initiative. What are some of the new DA programs to go along with this effort?*

MR. MANZELMANN: Getting people to work together on greening is very important. I am working to facilitate greening across DIA, but also across the entire intelligence community (IC). On March 20 I hosted the 2009 IC Greening Conference for IC leadership, facilities managers and engineers. The conference was a fantastic success — industry experts on greening attended and inspired us with new and developing building-engineering and equipment solutions.

One challenge that DIA faces is our analysts will always need more powerful tools, which increases our energy usage. This trend runs counter to saving energy and presents us with special challenges that we are already working to address. Grant Schneider, the deputy director for information management and chief information officer (DS), and I are working together to find a wide variety of methods for reducing our energy footprint in this area. For example, the speaker from Gartner, Inc., an information technology research and advisory company, explained how computing engineering design must be considered in tandem with the facilities engineering design to maximize energy efficiency in both systems. Together, DA and DS are looking at how to more efficiently acquire the computing power we need at the lowest possible operational cost.

In addition to computing power, we are modernizing the DIAC server room. A few months ago, if you had gone to the server room you would have noticed that there was no flow in where the servers were placed and how the space was utilized. This created a problem because each server has a fan that kicks out hot air produced by the equipment, while pulling in circulating cool air, produced by cooling units, to help balance the heat that the equipment is producing. We

realized that the servers were dumping hot air in the room in all directions, so by rearranging the directional pattern of the heat and cooling units, we were able to offset the high temperatures in critical areas. To be more energy efficient, DS is reorganizing the server equipment by placing them into aisles of enclosures to capture the hot air. Going forward, energy consumption will continue to challenge us to find more efficient solutions. Down the road, we could use the captured hot air from the server room to heat other parts of the DIAC.

Successful greening at DIA requires the support of every individual. The DIAC has 1.3 million square feet. That is a lot of lighting, so it is critical that we do anything we can to ensure that in any 24-hour period we are only using the lighting needed. When we see our utility bill for our home and have to pay it, we generally do things to reduce our gas and electrical usage. The fact is that as individuals, we don't have to write a personal check to pay the DIAC utility bill, so we are perhaps less concerned about it. Improving our awareness is important, because we currently pay $11 million every year in utility costs — just for the DIAC.

Data shows that lights are on throughout the building even when there is no one in the workspace. While we have automatic night set-back program controls on the main mechanical equipment, and on weekends on cooling and heating, we do not yet have automatic light switches everywhere. We are planning to remedy this over time, but right now we need everyone to help green DIA by turning off unnecessary lights in their workspaces when they leave. It is surprising, for example, how much energy could be saved yearly if everyone just turned off their computer monitor each night.

Lighting is an area where we plan to really focus our attention. Educating the work force through the greening initiative, and communicating different opportunities to help DIA reduce energy usage is important as we strive to reduce our overall cost.

COMMUNIQUÉ: *DIA is the facilities functional manager (FFM) for the General Defense Intelligence Program. Are there any greening efforts that will extend to these facilities?*

MR. MANZELMANN: The FFM role was initially designed to assist the General Defense Intelligence and Military Intelligence programs with project scope and funding definition to help the Office of the Chief Financial Executive's Defense Intelligence Resource Management Office, or DIRMO, with planning facility needs. DA is putting together design guidelines and engineering ideas that translate into building solutions to help with energy reduction for the general defense intelligence enterprise buildings. Some areas where design has a positive greening impact are building orientation, light shelves, controls for night set-backs and maximized indoor use of daylight. These are the kinds of design solutions that we want to include in our guidelines for SCIFs. Obviously, newly built facilities have the latest equipment and technology, so their resource consumption will already be much lower than older, less modern buildings.

> "DIA went from 200 pounds of unclassified recycled materials, such as paper, plastic and metals, to 2,000 pounds per month."

DA is researching methods for modernizing outdated facilities to lower resource consumption and improve security. I work with many representatives from across the IC to reach greening milestones and objectives. We are always learning from each other

> "It is surprising, for example, how much energy could be saved yearly if everyone just turned off their computer monitor each night."

about new ways to measure building performance and isolate remedies for problem areas. We have developed a facilities measurement, for example, that assists us in lengthening the life of older buildings through evaluation of a series of prioritized facility functions. Such analysis enables us to better apply funding for operations and maintenance, as well as renovations, or planning new construction, at numerous locations simultaneously.

COMMUNIQUÉ: *Do you find that now when you are building or renovating a facility you have to make an effort to be green; or does the newer technology already integrate that?*

MR. MANZELMANN: Going green requires a conscious effort. It is more than just relying on available energy-efficient technology. You need to think of your facility as a whole system, not just separate parts. DA made many decisions in favor of greening during the design of the Joint-Use Intelligence Analysis Facility (JUIAF) at Rivanna Station in Charlottesville, Va. We specifically asked that this building be LEED silver certified, which is an even higher rating than the DIAC expansion. You can't have a LEED-certified building by only incorporating state-of-the-art equipment. You need to use recycled materials when building the facility. By doing so, you have the added benefit of encouraging

Green Minds COME TOGETHER

By Dr. Daneta G. Billau, DA

Intelligence community (IC) leadership, facilities managers and engineers came together March 20 at the DAIC to find modern solutions for outdated facilities, and to build momentum toward a cleaner future together.

The 2009 IC Greening Conference, hosted by Deputy Director for Mission Services James Manzelmann, invited partners from industry and research institutions to refresh IC ingenuity and tackle tough initiatives with lasting green results. Speakers came from across the country to present cutting-edge ideas and technological solutions for every imaginable aspect of facilities modernization and greening. Participating industrial partners included Calvert Jones Co., Inc.; Chevron Energy Solutions; Grainger; Honeywell Systems; Prospectus Enterprises, Inc.; Siemens; United Technology Research Center; and Washington Gas.

Topics ranged from different ways to manage the demand on electrical grids to avoid brown-out conditions, to computer development leading to increased future energy requirements, to new innovative solutions for water efficiency and heating and air technology. Karen Thomas, with the Department of Energy's National Renewable Energy Laboratory, rounded out the day with a welcome offer to assist with researching best options for federal facilities seeking high-performance buildings, renewable energy options and resource conservation methodology.

the market to recycle and create more recycled products. This compounds the greening effect and leads to sustainability.

Another green-related solution to LEED certification is site development. For instance, instead of using asphalt for parking lots, which uses a lot of petroleum products and stores solar heat, we decided to use concrete, which reduces petroleum dependence and reflects more heat. Adding cement parking garages has the same effect, with the added benefit of reducing the parking spread.

With the DIAC expansion project, we decided on several environmental site development solutions. In fact, DIA won the Washington, D.C., Council of 100 Design Award for using natural materials as a means of force protection. For instance, the landscape contours, rocky surfaces and the stone-wall barrier improve site security and utilize plants that need less water. We also planted 400 trees on site, and every year we add 40 to 50 more trees. The trees help with air quality — and they act as force protection, since driving a vehicle through a maze of trees would be tough to do. Even the pond with the beautiful fountain is a fantastic security protection. Such design does not just happen — it's planned.

COMMUNIQUÉ: *Under the Executive Order 13423, by 2012 all federal facilities have to cut energy and water consumption by 30 percent. What is DIA doing to meet this goal?*

MR. MANZELMANN: We are well on our way to achieving our milestones and objectives. We have already discussed many ways that DA is greening DIA, but there are several other initiatives too. We have already cut water use by 24 percent and the energy consumption by more than 6 percent. As we continue

Photo by Nicholas P. Vamlakias, DA

Left to Right: James Manzelmann, deputy director for DA; Mike Alexander, green coordinator from Calvert Jones; and Daneta Billau, DA communications manager, discuss different ideas during the greening vendor fair.

The 2009 IC Greening Conference brought together representatives from across the IC to explore innovative methodologies for improving energy efficiency, reducing waste and compounding conservation of all resources. This opportunity allowed for collaboration on greening facilities across the IC, increasing awareness about greening initiatives, learning about potential cost savings and improving leadership interest in this critical topic.

In addition to the speakers, attendees had an opportunity to casually discuss greening solutions with industry partners at a vendor fair, which focused on individualized greening options on mechanical engineering, solar, wind, construction, energy, recyclable food containers, non-toxic products and other services.

to renovate the DIAC, energy and water consumption will go down even more. As I already mentioned, we really need to focus on lighting and the future technology of computers.

We are researching methods for utilizing renewable energy sources such as solar and wind power. We have already begun to install solar-powered lighting on the DIAC campus in some parking areas, and we are exploring expanding our solar energy use at the DIAC. The expansion building is already positioned in the right solar alignment for maximum exposure. If we placed a line of solar panels on the building's 700-foot long roof, we could collect enough energy to heat the water for the DIAC expansion building.

Photo by Myles J. Scrinopskie, CP

Two of the newly installed solar-powered lights in the DIAC north parking lot.

Another feature that we have at the DIAC, that is often overlooked, is the green roof over the K module. This garden area is landscaped with plants that need little water, and with this landscaping, we are helping to reduce heat in the environment. Not to mention, it is a great area to enjoy some fresh air.

COMMUNIQUÉ: *How can individuals get involved and help DIA go green?*

MR. MANZELMANN: Everyone in DIA is needed to help the agency successfully implement the greening DIA initiative. DA provides facilities and many common services at DIA that enhance our organizations' ability to conserve resources or make recycling possible, but it takes everyone to come together to make greening actually happen.

There are many things that the work force can do to help DIA go green. Individuals need to be conscious of their behavior — are they turning off lights and recycling? I also believe that everyone needs to be part of the team, bring ideas to the table and take ownership of solutions. Take a look around and see how we are using energy and other resources — how can DIA be more efficient?

I believe that more minds are better than just one. On May 14 DA will co-host a Crossing Boundaries session on the greening of DIA. I invite everyone to come with ideas. To me there is no one expert on this topic. Whatever resources we reduce, conserves more money for agency operations or for the employee CWR. I always operate on mantra that "all ideas are good ideas, and the best ones float to the top."

I believe it's going to take a lot of eyes on the situation to reduce our energy consumption by 30 percent, especially working in an environment where we need more and more computers and tools, which increases our energy use. Other than personally improving our own habits, it's coming up with new ideas and observing what we as an agency could do better tomorrow.

WHAT'S YOUR GREEN IDEA?

On May 14 DA will co-host a Crossing Boundaries session with the director on the greening of DIA.

The event is at noon in the Tighe Auditorium; video teleconference is available.

See the Internal Communications page for more details.

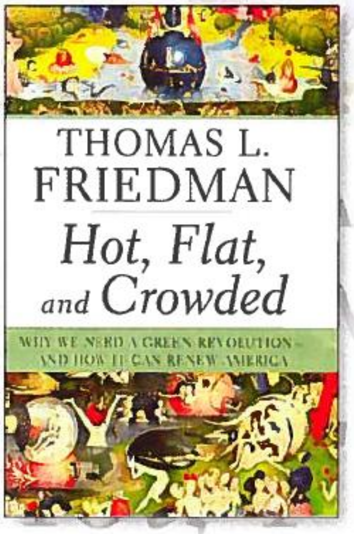
Hot, Flat and CROWDED

By Dr. Daneta G. Billau, DA, and Dr. Eric A. Miller, DI

Three-time Pulitzer Prize winner Thomas Friedman provides a cogent analysis of contemporary foreign and economic policy, and the staggering impact these efforts are having on the world's environment in his latest provocative book, "Hot, Flat and Crowded: Why We Need a Green Revolution — and How it Can Renew America."

Friedman's overarching argument is that rising global warming (hot), an expanding middle class clamoring for growth but limited by finite resources in the world economy (flat), and exponential global population growth (crowded) have created a unique moment in world polity, demanding immediate world attention. In that respect, Friedman argues that the United States should assume this leadership role — without which the U.S. could face even more pressing economic and technological threats to its national security in years to come. In his view, if the United States does not embrace and pursue the next industrial revolution — centered on creating and bringing innovative green products to market on a large-scale — then other countries will, which could possibly leave America behind. As Friedman poignantly states, "It's not about the whales anymore. It's about us."

Friedman begins with an examination of a broad array of energy, foreign policy and climate challenges facing us today. For example, he argues that the United States' dependence on Middle East oil indirectly funds the very terrorist organizations we are fighting today. Reducing this addiction through renewable-energy resources would effectively reduce the terrorist power base, improve our ability to defeat them and improve the image of America by exporting environmental-friendly products and ethics.



Furthermore, as Friedman argues, many developing countries, such as China, find themselves at an important industrial/environmental crossroads. Their economic development has serious repercussions for the environment, but they are either unwilling or unable to forego the political costs by reigning in that development. Thus, the only logical answer is to combine the political and economic aspects of development with a more environmentally friendly view in mind.

How is this possible? By creating new technologies and products that reduce the use of fossil fuels, which will allow for continued economic growth that is environmentally sound. In China today, for instance, Friedman explains how Chinese leaders are generating new environmental standards that are prompting an entirely new industrial base. The result is that China, in some respects, is providing for economic

growth, political stability and an improved environment simultaneously. It is this race — that of new green technologies — that Friedman argues the United States must not lose sight of if it wants to continue its leadership role in the world.

The balance of the book encourages innovation, education and fortitude to address environmental degradation around the world. Friedman argues that America has a unique and unprecedented opportunity for economic growth in the process of addressing the climate crisis — what he coins as "Code Green," similar to the all-encompassing U.S. efforts to rollback communism during the Cold War. To pull this off, Americans need to demand that political leaders focus the United States toward large-scale innovation, such as legislation on fuel efficiency, tax relief, subsidies and funding for innovative greening businesses and renewable energy sources, and improved education in mathematics and the sciences.

Friedman acknowledges that asking for such focus in the United States is unprecedented; and in fact, a culture of American complacency is perhaps one of the greatest obstacles in his view. Nonetheless, his book can be seen as a call to action in a fight for survival — both for the environment and U.S. world leadership.

From Friedman's perspective, the time is now ripe for innovation that can jump start the nation's economy into a new industrial revolution with the additional benefit of helping save the environment. It is not a short-term panacea for economic recovery — and may be seen with even more skeptical eyes in this time of economic crisis — but rather a long-term strategy for ensuring that the United States regains its economic and political leadership in the world. And in the process, the United States will address some of the most pressing global environmental issues facing us today.

Friedman's call to action is not new, but more innovative than many in the past, given his argument linking the need to save our planet and the resulting benefits for the United States' foreign and economic policy.

DIA Facilities Management:

BALANCING GROWTH and GREEN

By the Directorate for Mission Services, DA

DIA's global mission requires we maintain secure intelligence facilities around the world. In a complex and dynamic environment, no amount of forecasting can predict every change. To maintain an agile infrastructure, DIA facilities are designed with more open, modular and collaborative workspaces to accommodate rapid reconfiguration with minimal effort and resources. This approach provides a robust, secure infrastructure that is better able to respond to unforeseen events and seize opportunities. The transformation of the intelligence enterprise dictates DIA's

facilities management strategy, taking into account both physical and virtual collaboration so a dispersed work force can rapidly respond to taskings and requirements.

The unprecedented growth DIA has experienced since 2001 has resulted in overcrowding in agency facilities worldwide. DIA is maximizing space utilization by moving mission support activities off-site and consolidating analytical functions in the DIAC. DIA has converted conference rooms, storage space and even cafeteria seating to workstations to accommodate the expanding analytical work force. In addition, some workstation dimensions have been downsized, and DIA is working to reduce the on-site contractor population.

Photo by Myles J. Scrinopskie, CP

Although their primary function is to provide emergency power to the DIAC, these generators are also used to off set summer peak power needs on the regional electrical grid.

During the next several years, DIA will be closing lease facilities that do not meet anti-terrorist/force protection (AT/FP) regulations and consolidating within AT/FP-compliant facilities to relieve space shortages, reduce security costs and gain efficiencies.

The increased demand on facilities has resulted in accelerated aging of critical electrical and mechanical infrastructure increasing the likelihood of failure of power and cooling systems. DIA is in the process of assessing and investing in the maintenance, repair, upgrade and replacement of aging facilities through projects such as replacing outdated equipment with high-efficiency equipment and light fixtures that will reduce energy use while meeting requirements. Over the past few years, DIA has successfully reduced the average energy and carbon footprint of major facilities through sensible, sustainable, energy-efficient design.

DIA utilizes sophisticated analytical techniques including predictive maintenance assessments to track and monitor critical infrastructure, using specific goals and metrics, to reduce the likelihood of vital utilities interruption. In the past few years, DIA has incorporated innovative cost-saving construction procurement strategies resulting in a number of major facilities contract awards and projects delivered on-budget, on-schedule and with an improved environmental impact.

The facilities staff in the Directorate for Mission Services Office for Engineering and Logistics Services (DA/DAL) works closely with counterparts through the Intelligence Community Facilities Working Group, which meets regularly to discuss collocation alignment opportunities and assess strategic risks. Additionally, the DIA facilities staff participates in Department of Defense (DOD)-sponsored facilities efforts to keep abreast of DOD leading-edge efforts with a key focus on the greening of DIA.

New Security Site To SAVE PAPER, TIME

By the Counterintelligence and Security Activity, DA

To help the agency conserve paper and money, the Directorate for Mission Services Counterintelligence and Security Activity's (DAC's) new security awareness program is going paperless. The current security awareness program is a collection of paper-based handouts, documents and posters and a wide assortment of DIA Web sites and portals. The new DAC security awareness program includes the development of a security Web link that directs DIA employees to a one-stop shop security page, where they can connect to a subject matter expert in DIA.

DAC is working to reduce reliance on paper-based and instructor-focused security awareness delivery methods. Instructor-led presentations and brochure-type information is being recorded on an "easy to find" Web page for all levels of classification. This will allow, for example, SIPRNet users to access the wealth of information that has previously been available only on JWICS. This approach reduces costs incurred from paper products, travel and facilities, while increasing security awareness.

DAC is working with the other security experts within the agency to ensure a consistent security message and to make sure DIA employees get the information they need. The following sites are a

DS Makes a CLEAN SWEEP

By Ceciley T. Carter, DS

A new trend has emerged within American culture during the past few years. The need for environmental consciousness has been placed in the forefront by politicians, special interest groups and even celebrities. Unfortunately, the federal government has earned a reputation for excessive waste and frivolous spending, but the Directorate for Information Management and Chief Information Officer (DS) is doing its part to go green and contribute to DIA's initiative to "respect, reduce, reuse."

In the summer of 2008, DS introduced the IT Clean Sweep project, which is aimed at ridding DIAC hallways of excess equipment, most of which had sat long enough to make employees think it was on the DIA payroll. "We've wrestled with the old excess equipment just sitting in the hallways for years," said Ramona Goff, Capital Equipment Replacement Program project manager and IT Clean Sweep lead.

After ridding DIAC hallways of unwanted, nonaccountable computer equipment —

preview of the multitude of current DIA security-related Web pages that will be linked through one security introduction site, which will help employees save time and resources looking for the right security information.

Security and the protection of DIA's people, property and information is the individual responsibility of every DIA employee. It is important that employees visit these sites to maintain their knowledge and protect clearances and the DIA mission.

For additional information about the new DAC security awareness program, contact Paul Krasley or Kenny Miller at (703) 907-2726/1702, or cyberdefense@dia.ic.gov. You can also visit the DIA Cyber Counterintelligence and Security Intellipedia Web Site at http://www.intelink.ic.gov/wiki/Office_of_Cyber_Defense.

Here are a handful of the current security-related information Web sites on JWICS. With the new security awareness program, these pages will be linked through one security Web site.

- **DIA Security Policy:** http://diacsps01.dia.ic.gov/OG/instructions/Lists/5000%20Acquisition%20Administrative%20Management%20Organizational%20Charters%20Security/AllItems.htm
- **DIA Cyber Counterintelligence and Security:** http://www.intelink.ic.gov/wiki/Office_of_Cyber_Defense
- **DAC Security:** http://www.dia.ic.gov/homepage/da/security/index.html
- **DAC Security Publications:** http://www.dia.ic.gov/homepage/da/daccsa/publications.html
- **Information Assurance Protection Center:** http://www.dia.ic.gov/admin/ds/iapc/
- **Information Assurance (IA):** http://dodiisteams.dodiis.ic.gov/sites/DS/ia/ia1/default.aspx
- **Security Services:** http://diateams.ne.dodiis.ic.gov/sites/InternalComms/security/default.aspx
- **National Cybersecurity Center:** http://www.intelink.ic.gov/wiki/National_Cyber_Security_Center

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such as keyboards, mice and cables — IT Clean Sweep efforts focused on providing an easy means for DIAC employees to dispose of them, as well as an easy way for DS to collect and identify any equipment for reuse.

To achieve this goal, DS placed cardboard boxes on each floor of the DIAC and labeled them by type. At the end of each week, DS retrieves the boxes and examines each piece of equipment for classified data, forgotten CDs, or zip and floppy disks. Any reusable equipment is sorted out and provided to the Install and Deployment Branch (OGN-3A2) for reuse. And equipment that cannot be reused is transferred to the DIA Logistics Operations Center (DLOC) for transport to the Defense Reutilization and Marketing Office for final disposal.

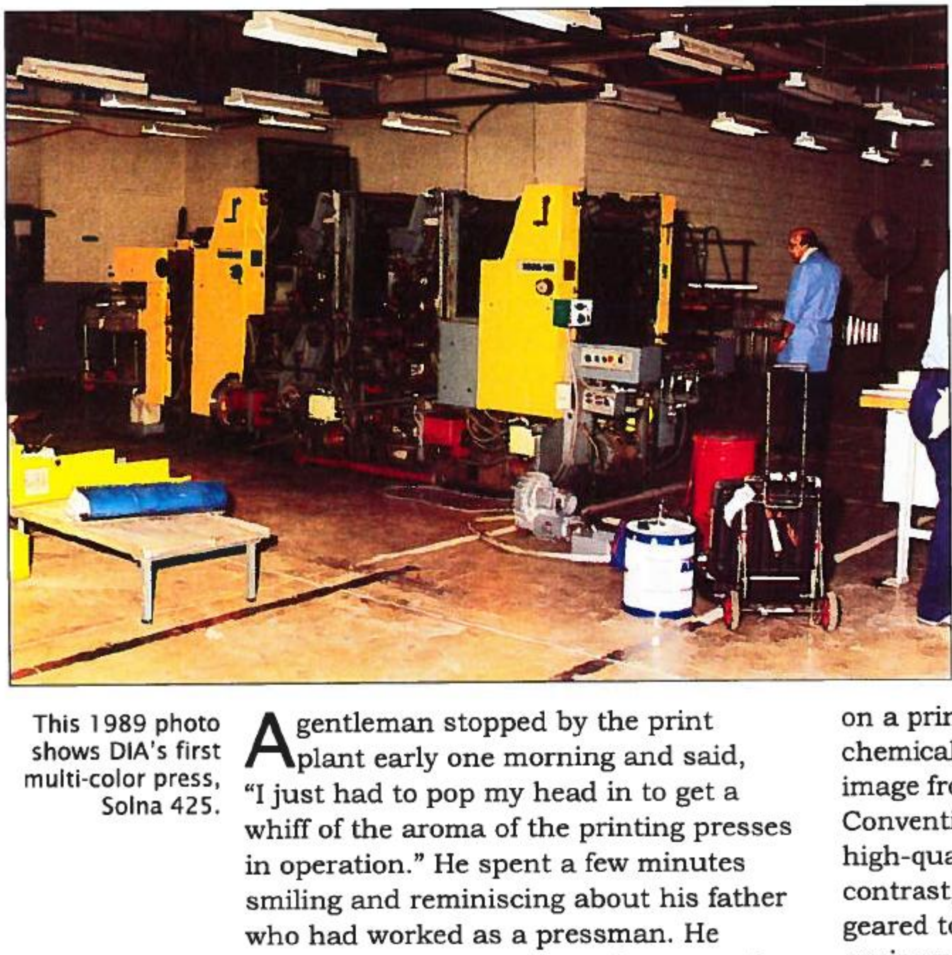
According to Goff, most of the items collected are too old to be used again; however, during the first IT Clean Sweep, approximately five percent of the equipment was identified for reuse.

In addition to advancing DS's efforts to go green by maximizing the reuse of equipment, the IT Clean Sweep project saves the agency considerable man-hours by allowing for a mass collection and disposal of excess equipment rather than shipping pieces individually to the DLOC.

DS plans to complete its IT Clean Sweep of nonaccountable IT equipment at the DIAC this year and will begin to collect accountable equipment, such as computers and monitors. Once the DIAC has been "swept," efforts will expand to other National Capital Region facilities.

That was Then, This is Now:
The PRINTING WORLD at DIA

By Valencia C. Holland, DA



This 1989 photo shows DIA's first multi-color press, Solna 425.

A gentleman stopped by the print plant early one morning and said, "I just had to pop my head in to get a whiff of the aroma of the printing presses in operation." He spent a few minutes smiling and reminiscing about his father who had worked as a pressman. He talked about the years growing up and going to work with his father and how his Dad always smelled like ink and cleaning chemicals from the presses when he arrived home. Most people don't like that smell, but this gentleman had many fond memories of the smells that are emitted from a print plant.

It's amazing how much has changed in the printing industry over the past 30 years, when the agency was primarily producing printed material using the conventional printing method. While DIA still produces 50 percent of our work conventionally, the other half is produced using new digital-printers/press technology, or what's now commonly referred to as on-demand printing.

There are differences between conventional and on-demand printing. The main difference is the technology used to put the image on the paper. Conventional printing requires making plates from electronic files and then mounting the individual plates for each color on a printing press, then a mixture of chemicals enable the ink to "offset" the image from the plate onto the paper. Conventional printing is best suited for high-quality work with many copies. By contrast, on-demand printing is more geared to printing a small number of copies using equipment that evolved from office laser-printer technology. Instead of plates, the electronic file images are transferred directly to the paper through the use of solid toner rather than liquid ink. The printing quality of either method is difficult to differentiate.

In the 1980s DIA's DIAC printing facility had more than 35 printing specialists performing various manual tasks, such as creating negatives from hardcopy, laying-

up text for plating and hand-collating products that took a tremendous amount of time and effort. Printing operations had many processes and the alcohol- and latex-based chemicals and inks used for printing did not require Environmental Protection Agency (EPA) regulation. The chemicals and inks gave off volatile organic compounds (VOCs) that may have emitted environmental hazards, and during disposal, most of the chemicals were handled as hazardous waste.

In the 1990s electronic publishing, or desktop publishing, was introduced. On the conventional side of the house, scanners and cameras were replaced with film imagesetters. The imagesetters took files from electronic format directly to film; therefore, reducing the need for scanners and camera equipment and their associated chemicals. Conventional presses began using alcohol-free solvents and soy-based inks, which contain no hazardous chemicals. Throughout the plant, hazardous ingredients in various chemicals were replaced with less hazardous, more environmentally friendly ingredients. In the mid-1990s digital-printing technology began to emerge. Digital printers produced quick-turnaround, high-quality reproductions with quality similar to that of a printing press. These printers generated little waste that required special handling for disposal.

In early 2000 computer-to-plate systems were implemented for conventional printing, which significantly changed the process because it allowed electronic files to go directly from computer to printing plates, eliminating the need for film. This process streamlined the workflow, reducing the number of manual steps. In addition, by eliminating film processing, sources of hazardous-waste material were also eliminated. During this time, the print plant began using recycled printing plates and paper. The printing process is now more environmentally friendly than most consumers would recognize. Digital printing introduced new technology such as digital presses and variable data printing (VDP). Digital presses, such as our Kodak NexPress, allow the printing specialists to perform short-runs with image quality equivalent to that of a conventional press. VDP is a form of printing that allows us to customize documents by changing the text or image on each copy.

Today DIA has a smaller team of cross-trained printing professionals, operating efficient up-to-date equipment to meet the ever-changing needs of the intelligence community. While DIA's printing operation still generates a unique aroma like the smell that brought that gentleman by the print plant, the source has changed significantly. Unlike in the past, the chemicals that are used for cleaning emit very small amounts of VOCs that are monitored and regulated by the DIA Directorate for Mission Services Office for Safety, Health and Environmental Management (DAL), Bolling Air Force Base Environmental Office, EPA and the Occupational Safety and Health Administration. The inks used are soy-based and contain no hazardous chemicals. As printing technology continues to evolve, DIA's printing production services will be even better able to provide our customers with quality products and outstanding customer service, using environmentally-friendly printing products.

Bob Hutzell starts his morning by inking up DIA's current five-color Heidelberg Press.

Photos provided by DAN-2

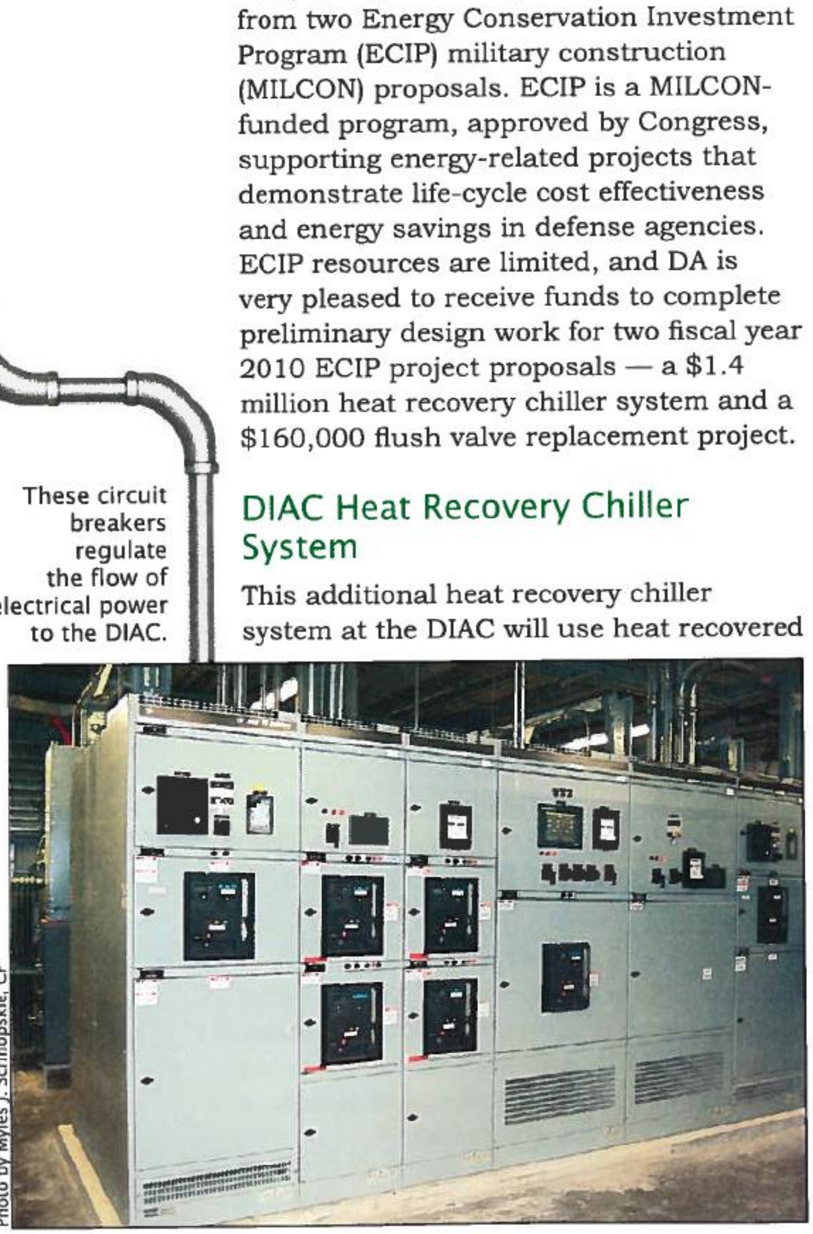
SAVING Energy, Water & the Environment

By the Directorate for Mission Services, DA

The Directorate for Mission Services Office for Engineering & Logistics (DA/DAL) is implementing $156,000 received from two Energy Conservation Investment Program (ECIP) military construction (MILCON) proposals. ECIP is a MILCON-funded program, approved by Congress, supporting energy-related projects that demonstrate life-cycle cost effectiveness and energy savings in defense agencies. ECIP resources are limited, and DA is very pleased to receive funds to complete preliminary design work for two fiscal year 2010 ECIP project proposals — a $1.4 million heat recovery chiller system and a $160,000 flush valve replacement project.

DIAC Heat Recovery Chiller System

This additional heat recovery chiller system at the DIAC will use heat recovered from new chillers in the chilled-water return lines to supplement the building's central heating system. Currently the heat recovery system augments the heating of hot water for restrooms and the cafeteria. The new system will consist of heat recovery water chilling equipment, pumps, piping, a storage tank, heat exchangers, controls, electrical circuits, concrete pads and an outbuilding to house the new chillers. Work also includes cathodic protection to control corrosion, supporting utilities and site work for the new outbuilding, as well as demolition of ancillary piping and equipment.



These circuit breakers regulate the flow of electrical power to the DIAC.

Photo by Myles J. Scrinopskie, CP

This innovative project will help DIA achieve energy reduction goals set by the Energy Policy Act of 2005, Executive Order (EO) 13423, and the Energy Independence and Security Act of 2007. EO 13423 mandates a 30 percent reduction in energy by 2015.

The heat recovery chiller system project will reduce the DIAC's annual energy intensity footprint by 25,000 British thermal units (BTU) per square foot for a total reduction of 11 percent from the 2003 baseline. The new system will generate up to 6 million BTU per hour of hot water, enough to supply the entire original DIAC building. Reclaiming the heat generated by the cooling loads with this new system will also reduce natural gas consumption by 59 percent per year. Installation of the new heat recovery chiller system will require less output

from the existing chillers, is expected to significantly decrease boiler maintenance and repair costs, and will lengthen the service life of the equipment.

DIAC Flush Valve Replacement

EO 13423 also mandates a 16 percent total reduction of water consumption by 2015. The flush valve project replaces 300 valves on urinals and water closets in the original DIAC facility. Updated water-saving valves will reduce water consumption by 1.5 gallons on every flush. Replacing these flush valves will save an estimated 2,340 kilogallons of water annually, resulting in a total consumption reduction of 5 percent from the 2007 baseline. This means more water will be unprocessed in the natural environment, and the demand on stressed sewage treatment plants will be relieved. Additionally, the reduction in water use will bring cost savings to DIA.

These are just two of the many projects DIA has undertaken as part of its greening efforts. The agency is well on its way to meeting the federally-mandated reductions and decreasing our footprint on the environment.

WARRIORS for Hire

By Ginny H. Cwalina and Noemi Pizarro-Hyman, HC

On Nov. 19 at the DIAC the Directorate for Human Capital (HC) hosted a luncheon followed by a career fair for 28 wounded warriors from Fort Meade, Md.; Fort. Belvoir, Va.; Walter Reed Army Medical Center, D.C.; and the National Naval Medical Center, Md. DIA employees gathered in the expansion lobby to cheer and honor America's heroes as they were escorted by Army Command Sgt. Maj. Terence McConnell, DIA's senior enlisted advisor at the time. Ellen Ardrey, vice deputy director for HC, launched the event and welcomed the service members, and Air Force Maj. Gen. James Whitmore, deputy director for the Defense Intelligence Operations Coordination Center (DIOCC), thanked the warriors for their service and presented each of them with a DIA coin.

During the luncheon DIA personnel spoke with the service members about their job experiences and future career goals. More than 22 managers attended the career fair, with all the directorates represented. Six service members were offered temporary assignments, and several others received offers in the weeks following.

Photo by Senior Airman Jaclyn M. McDonald, CS

DIA employees give a hero's welcome to wounded warriors visiting the DIAC as part of the Operation Warfighter Initiative.

What is Operation Warfighter?

The Operation Warfighter (OWF) Initiative,

sponsored by the Department of Defense (DOD), offers temporary assignment opportunities to service members recovering at military medical centers in the National Capital Region (NCR). OWF's goal is to match service members with opportunities that use both their military and non-military skills, creating productive assignments that are beneficial to them and their employer.

As of January DIA had nine OWF service members on board, 19 processing for temporary assignments and four permanent placements going through their security clearance process.

One of DIA's current OWF service members was asked about his experience at DIA, sharing, "I entered DIA through the DOD Operation Warfighter Initiative as a combat Marine without a background in the intelligence field. While I was familiar with DIA, I was not aware of all of the opportunities the agency could offer. After only weeks, I have come to realize that DIA is a place where I have not only gained invaluable skills and knowledge, but it is also where I have applied my past experiences and expertise to further aid in the success of our office goals and missions. I have acquired the necessary tools to function in weapons technical intelligence and I am operating in an office I enjoy."

Endorsement of the OWF Initiative is widespread at DIA, but the efforts of several directorates stand out. The Directorate for MASINT and Technical Collection (DT) has provided meaningful work for two OWF service members; DIA's Police Department has supported several OWF career fairs and has five OWF service members processing; and the Equal Opportunity and Diversity Office (EO) has selected four individuals for assignments. HC thanks all directorates and special offices for their continued commitment to support warfighters who have given so much for their country.

How can you get involved?

HC's Recruitment Division (HCH-4) attends career fairs several times a month at the military medical centers in the NCR, in addition to scheduled informal visits. If you would like to help a recuperating service member learn new job skills or build on existing skills, contact program manager Virginia "Ginny" Cwalina at (703) 907-1564 or via JWICS e-mail at Virginia.Cwalina@ic.dodiis.com. For additional information about the OWF Initiative, please visit the HC Web site.

PROFILES

The Communiqué staff interviewed two of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Garry E. MOORE

How long have you been with DIA, and where have you worked within the agency?

I was an Air Force reservist assigned to DIA from 1978 until I retired in 1998. My DIA civilian career started in July 1980 as a nuclear intelligence analyst in the Scientific and Technical (S&T) Intelligence Directorate. I have also been an analyst, branch chief and division chief in various forms in the Directorate for Analysis Counterproliferation Support Office (DI/CPT). In 1998 I served as a senior intelligence officer on the director's S&T staff. I was promoted to the defense intelligence senior level in 1999, as senior scientist for weapons of mass destruction

(WMD) in DI. During Operation Iraqi Freedom (OIF), I was part of the initial team that set up the Iraq Survey Group (ISG) and the ISG Fusion Center. Since September 2003 I have served as the senior defense intelligence analyst in the DI Joint Warfare Support Office (JWS); and I retired from DIA January 3.

What are your fondest memories with the agency?

Among my fondest memories are the times that I spent supporting intelligence and warfighting operations with my intelligence colleagues, especially with the ISG Fusion Center in the basement of the DIAC during OIF and Operation Enduring Freedom. This was a time of great change in DIA and the intelligence community (IC). IC analysts and collectors were working together as one organization, and analysts were being deployed, for the first time, in large numbers. We had to address all of the logistics and training issues for deployment, in addition to keeping senior policymakers informed.

I am proud to have been a part of the superb preparation of intelligence to search for WMD, Iraqi leadership, prisoners of war and terrorists — especially the objectivity in analysis of the findings.

What lessons did you learn throughout your career that you would pass on to others?

Concentrate on the intelligence problems and projects that are really important, and devote the time and effort needed to make success possible. If you collaborate early, then coordination and review of your intelligence will not be hard. Don't be afraid to have your analysis mercilessly edited, reviewed and commented on — it will make it better.

Learn why what you write is classified and how to correctly source and mark it. Be deliberative and accountable about what you post openly on Intelink, A-Space, Intellipedia, etc. Post what you wouldn't be embarrassed to have on the front page of the Washington Post — it might end up there. Use e-mail sparingly; there are far better ways to comment and collaborate. Be part of the solution and not part of the problem.

What would you consider to be your greatest contribution to DIA?

My greatest contribution would have to be the increased collaboration amongst analysts and information technologists that I have helped inspire, especially the success of A-Space. By now, there are probably more than 6,000 analysts from all 16 IC agencies working in the A-Space environment using Web 2.0 social software technology. In addition to recognition as number 32 of Time Magazine's best 100 inventions of 2008, and praise from leadership all the way to President Bush, analysts are finding A-Space a valuable place to collectively solve perplexing intelligence problems and find intelligence information.

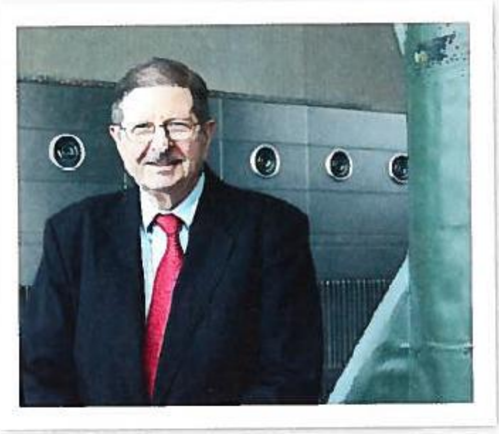
What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest change has been the technology that has allowed us to collaborate across organizational boundaries and to search and discover more information in the same time that it used to take us to scan the hard copy read folder in 1980. New analysts in the agency expect these capabilities. I can only imagine where we will be in a few years.

Do you have any final words of wisdom you would like to share before you part from DIA?

The following is part of the additional advice that I posted on my Intellipedia user page: Be part of a team! Be part of the larger IC! Accomplishments of teams are more rewarding than just personal accomplishments. Be open to learning a new language (either foreign or computer), a new technology, a new culture, a new collection method, or a new way of thinking. Don't be afraid to make mistakes; however, learn from them! Listen to good music (your own interpretation of what is good is fine). Better yet, learn to play music. It will help you think and extend your life.

Peter KLEIN



How long have you been with DIA, and where have you worked within the agency?

I have been with DIA for 16 years as a civilian and had two tours with DIA as an Air Force officer. During my time in the agency, I have worked in two elements; the Directorate for Human Intelligence (DH) and since 2006 the Associate Deputy Director's Office (ADD).

What are your fondest memories with the agency?

My fondest memories are the extraordinary people at all levels who work in this agency. DIA is truly blessed by those who have decided to work in this agency as their career choice.

What lessons did you learn throughout your career that you would pass on to others?

The most important lesson, one that has been a long-established battlefield behavior, is you always take care of your fellow warriors and pick them up when they fall down. This has to be learned as a bureaucratic work behavior, as we all can fall down at work and need this same kind of help.

What would you consider to be your greatest contribution to DIA?

I believe I have two contributions — integrating the management of human intelligence within the Department of Defense (DOD), and helping build the relationship between the Department of Homeland Security and DIA.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The need to deploy our civilian work force to perform critical intelligence roles in support of deployed combat forces. DIA is a critical component of DOD's National Defense Strategy and must continue to help DOD and the U.S. government respond as best we can to the most complex challenges we will continue to face as a nation.

Do you have any final words of wisdom you would like to share before you part from DIA?

It is important to understand that all you take with you at the end of your career is the satisfaction gained from the knowledge that you did your best to support your nation through your faithful duty and contributions to your agency ... that is all that is important.

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in September, October, November and December 2008

By the Office of Human Resources, HC

Editor's note: We pick back up with our People on the Move section following a brief hiatus due to two special Communiqué editions and the implementation of DCIPS. Retirements, anniversaries and promotions for the first part of 2009 will run in the May/June Communiqué.

Civilian Retirements

Jean D. Ball-Thorne, DA
William J. Beerman, J2
Ronald S. Biho, DS
Jon M. Branaum, DI
Raymond P. Burt III, DH
Ruth V. Burtt, DA
Daniel C. Carson, DS
Raymond J. Caron, DI
Maelene J. Corum, DI
Larry D. Croon, FE
Peter A. Dvorak, DH
Gwendolynn A. Estep, DS
Carol A. Finkle, DS
Donna L. Gray, DI
Cheryl R. Green, DI
Katherine R. Heckeroth, STRATCOM
Laura L. Horton, DX
Eileen B. Jones, DI
Peter B. Klein, CE
Terri G. Kleinschmidt, DS
Charles R. Lafayette, STRATCOM
Alton A. Lewis, DI
Joseph A. Mcnally, DS
John Michalowski, DX
Gerald D. Mullinix, HC
Harold A. Newman, FE
Nancy L. Rogers, DI
Stephen P. Rowe, DI
Larry D. Rubenstein, STRATCOM
Don A. Slaymaker, DI
James D. Smith, DX
Russell G. Swenson, MC
Shari L. Trulson, DS

Employees Celebrating 45 Years Federal Service

Arthur D. Clift, MC
Frederica C. Weaver, DS

Employees Celebrating 40 Years Federal Service

Harold D. Banks Jr., HC
John T. Blair Jr., DI
Julia Ann Q. Heittman, DS
Ronald G. Mitchell, DI

Employees Celebrating 35 Years Federal Service

Robert J. James, EUCOM
Eileen B. Jones, DI
June E. Kelly, FE
Carolyn J. Martin, DI
Sharon M. Porter, DI
Thomas E. Richardson, DI
Audrey A. Sue, DS

Employees Celebrating 30 Years Federal Service

Robert J. Ashley, DT
Terry L. Aulton, DA
Jimmy L. Bethea, DA
Carol A. Blaser, DS
McKinley C. Bray, DS
Jay D. Chapman, DT
John W. Dami, DI
Donna L. DiMichele, DS
Peter D. Dobbs, DI
Julia M. Dragun, FE
Shirley A. Drent, DS
Lillie M. Edwards, DI
Roland P. Fabia, DI
Shawn Gaskarth, DH
Tonda A. Hunsinger, DI
Thomas J. Hyra, DI
Donald A. Jones, EO
Karen T. Karavish, DT
Linda G. Katz, DI
Louvenia C. Kelly, DS
Allyson K. Linder, TRANSCOM
Letitia A. Long, CE
Larraine Lyles, FE
Stephen O. Maddalena, DI
Dorothy G. Maguire, DS
Jennifer A. Maher, DA
Charlie D. Marriott, DH
Miriam Martin-Lawson, DS
Jane A. McGehee, CP
Russell J. Milheim, DI
Brian R. Miller, SOCOM
Joel H. Nadel, EUCOM
Pamela W. Reece, DI
Carleigh A. Roberts, DH
Karen J. Robinson, DS
Carolyn J. Schwahn, TRANSCOM
Theodore T. Sevigny Jr., DI
Blade C. Shepard, DC
John T. Sincavage, DS
Kelly L. Speakes, DS
Fitzgerald Walton, DI

Employees Celebrating 25 Years Federal Service

Frank T. Akers Jr., DA
Robin C. Barnes, DX
Elizabeth A. Battles, AE
David W. Becker, DH
James E. Bennett, CENTCOM
Beverley H. Bess, DA
Mack S. Bronzert, DH

Emilia L. Burkey, NORTHCOM
Lee H. Carrigan, DH
Savannah M. Coates, FE
Laura J. Conville, DI
William V. Cox, HC
Jacqueline A. Crawford, STRATCOM
Kendrea E. DeLauter, DI
Lou Anne DeMattei, DJ
Gwendolynn A. Estep, DS
Michael J. Evans, DH
Monique Y. Evans, DA
Dorothy S. Fontana, DH
Fredrick L. Geisler, DI
Cheryl M. Glover, DI
Mark A. Hamel, IG
Elizabeth L. Hodges, FE
Charles W. Hoing, CP
Karen H. Hubachek, DI
William D. Lanihan, DA
Richard D. Latimer, DA
Seth N. Levinson, DI
George O. Lowe, DA
Lorrie L. Luke, DA
Randall B. MacRobbie, DI
Richard B. Martinez, DH
Kenneth H. McCormick, DI
John D. McKenzie, DI
Wendell Newson, DH
David Pan, DI
Iris A. Pang, PACOM
Richard D. Pastora, DX
Albert R. Ritzo, DA
John N. Rogers, DI
Deborah L. Rowe, DA
Tracy R. Slone, DI
Jessica M. Steinruck, MC
Kelvin M. Stroman, DA
John D. Todd II, DI
Janice K. Trausch, DI
Richard M. Walker, DX
Wayne M. Westerhouse, DI
Karl J. Wiesner, DI
Gary M. Williams, STRATCOM
Lori A. Williams, DI

Employees Celebrating 20 Years Federal Service

Shanita L. Adams, FE
Anthony Allen, DI
Cheryl A. Anderson, DI
Marilyn A. Attidore, HC
Judy L. Beale, EUCOM
Mary C. Carter, DA
Roxanne M. Caulder, FE
Terri A. Chretien, JFCOM
Jill E. Christensen, CP
Mary E. Cooper, FE
John T. Dean, STRATCOM
Mariano J. Dizon, DH
Elbert L. Dozier, DA
Novie C. Drayton, DH
Felicia J. Ford, DA
Elizabeth J. Frame, DI
Eugene Garrison, CENTCOM
Kimberly J. Harding, SOCOM
William V. Hecker Jr., DI
Yurij B. Holowinsky, DX
Iraj Honardoost, DH
Michael S. Jackson, DI
Jimmy L. Johnson, DH
Dennis A. Johnston, NORTHCOM
Mark L. Joncas, DI
Sonya F. Kirkland, DI
Tracey D. Lagroom, DS
James N. Latsios, DH
Carla MacMullen, DI
Stephen R. Marsteller, JFCOM
Cynthia E. Martin, DA
Wayne J. McNamara, STRATCOM
Paul M. Menges, DX
Robert E. Morris, HC
Nina L. Nakoneczny, DJ
Chester G. Oehme, DI
Nina H. Ostrovitz, DX
Renee C. Penn, DH
Jacqueline N. Pugh, IG
Muzala J. Quddus, DH
Irvin H. Reeder, DA
Elbie Rutland Jr., DA
Brenda K. Schulz, NORTHCOM
LaVonya N. Scott-McCauley, HC
Renee M. Singleton, HC
Gene H. Smith, NM
Jason R. Stahl, DS
John G. Sutter, DI
Calleen R. Torch, J2
James C. Torrence II, DA
Francine L. Villanueva, DX
Robert P. Vilari, DH

Employees Celebrating 15 Years Federal Service

Daniel J. Baker, STRATCOM
Courtland G. Ballou Sr., DI
George W. Bernola, DA
Joseph M. Capitello, DA
Lynn M. Domino, DI
Richard C. Gass, DS
Shawn M. Goodson, DS
Valencio B. Graham, DS
Brenda J. Jackson, FE
Joellen M. Jarrett, HC
Daniel E. Kenyon, DI
Alexander J. Krebs, DH
Tammy T. LeSane, HC
Hubert L. Lopez, DH
Justin N. Mathers, DH
Milton B. McCroan, DI
Raphael Montanez, DH
Alfred G. Montemayor, PACOM
James A. Morrow Jr., DX
Jimmy Ramos, SOUTHCOM
Jeffrey M. Ro, DH
Doris Sokoloff, J2
Alberta Souza, DA
Jason A. Tarrant, NM
Ora E. Tate, DI
Roberto S. Whittinham, SOUTHCOM
Lee A. Wright Jr., DH
Kyle C. Wyckoff, DI

Employees Celebrating 10 Years Federal Service

Catherine A. Abbott, DI
Katherine R. Alexander, CS
Deidra L. Allen, DH
Patrick C. Barker, DI
Robert F. Beckwith, HC
Brian M. Benderson, DI
Craig S. Bettis, HC
Jeremy J. Birt, DS
Kevin R. Boland, EUCOM
Alice K. Bolander, DX
David L. Bunch, DI
Arnold L. Burnett, PACOM
Paul B. Cain, DI
Ruben R. Cardenas, DI
Michael K. Cassidy, DH
Ridie L. Chapman, SOCOM
Ronald A. Clift, DS
Christopher E. Coates, CENTCOM
Cindy L. Courville, MC
John H. Currier, EUCOM
Cletus A. Dailey, DS
David L. Danner, DA
Daniel J. DeNinno, DI
Tiffany L. Dlugi, DA
Robert J. Drake, DS
Warren A. Eades, AFRICOM
Tony M. Ellis, DI
Samuel A. Faulcon, EUCOM
Ian C. Forsyth, PACOM
Mary E. Franklin, FE
Cari L. Gast-Mulherin, CE
Marita C. Gonzalo, HC
Paul C. Gresens, DI
Randolph C. Gresham, DA
Richard W. Hammerbacker, EUCOM
Harley P. Hendren, PACOM
David T. Herbst, DI
Christine C. Herrick, HC
Richard C. Herrick, DX
Karl James, DA
Jeffrey Jarvensivu, DI
David S. Kemer, SOCOM
Stacy J. King, HC
Zachary Kuehn, DI

Will R. Kyler, DX
James T. Lacatski, DI
Michael J. Lesley, IG
Crystal C. Lewis, DC
Evan M. Lynch, DH
Kenneth J. Mackell, DA
Kris E. Magalski, CE
Richard S. Mallow, DI
John P. Maloney, SOUTHCOM
Frances P. Martin, DH
Robert V. Meehan, DA
Robert W. Mercker II, DJ
Romanita Y. Miller, DJ
Laverne D. Minix, NM
Teresa G. Morgan, DA
Ricci L. Mulligan, FE
Joshua A. Nichilo, DI
Wayne A. Nissen, NORTHCOM
Andrew R. Nowicki, DI
Dale P. O'Connor, DH
Felicia R. Pappas, DJ
Dennise E. Parish, PACOM
David S. Pintar, TRANSCOM
Jeffrey L. Poe, DI
Drew W. Porter, DH
Rafel E. Pyra, HC
Michael J. Quinn, DI
Jose A. Quinones, JFCOM
Christopher A. Riddick, DJ
David A. Romine, DH
Timothy J. Sheeran, DT
Andrew M. Sherman, DI
Gloria A. Smith, DA
Patrick L. Smith, DI
Kimberly R. Sonnenberg, DH
Leroy P. Spriggs, DA
Roy StClair Jr., J2
William F. Stefan, CE
Brett A. Stern, DA
Alan L. Stolte, DI
Deane E. Swickard, AFRICOM
Marjorie J. Tabak, SOUTHCOM
Gary H. Thompson, DS
Timothy B. Thompson, CENTCOM
Timothy W. Vantran, DI
David D. Vargas, DI
Kathy S. Vaughan, DT
Robert E. Von Bostel, DI
Johan D. Walker, DI
Justin G. Walkerton, HC
Holly N. Wayland, DH
Shannon Wendell, DH
Matthew J. Williams, DJ
Lora G. Wirth, DI
Henry F. Wozniak, FE
James C. Wright, DJ
Daniela L. Yonce, DC

DIA Promotions to DISES

Robert H. Berry Jr., GC
Robert Dixon Jr., MM

DIA Promotions to DISL

Martin J. Dewing, DI
Andrew M. Fialdini, DX
Elston J. Howard, DS
Barbara E. Mays, CP
James F. McIlmail, DT
Paul N. Wolfe, CE

DIA Promotions to Pay Band 05

Alan A. Alexander, DH
Deidra L. Allen, DH
Albert Behari, DH
Brian D. Blankinship, CE
John P. Bortner Jr., DI
Clayton B. Bowman, DI
Melissa A. Carey, FE
Frank P. Cyr Jr., HC
Nell T. Dieterle, DI
Jean E. Dugre, DS
Joseph P. Eckerberg, DI
William P. Farley, EUCOM
Jaime Gonzalez, DI
Jeffrey W. Hayes, DI
Anita S. Hedeman, DH
Michael S. Jackson, DI
Joseph B. Jeffers, DH
Maria L. Kersey, AE
Terrence D. Kingsley, DH
John J. Langer, NM
Ralph L. Lankford, DH
Eddie Lee Jr., DI
Donald E. Leon II, FE
Stephanie S. Lynch, DI
Roger D. Merletti, DI
Kelli N. Parks, DI
Rikeen V. Popat, DS
Daphne E. Poblete, IE
Muzala J. Quddus, DH
Presley Reeves, J2
William E. Ridenour, DX
Michael L. Rosenthal, DI
Rafael Sanchez-Carrasquillo, DI
Ronald C. Siebert, DI
Stanley G. Silverman, AFRICOM
James E. Steinke, DA
Todd L. Strawser, CE
Carla S. Warner, FE
John R. Wise, DI
Esther L. Woods, AE

DIA Promotions to Pay Band 04

Numan Afzal, DI
Morris R. Anderson, DC
Anthony J. Banks, AFRICOM
Sara Bickler, IE
Lamont A. Briggs, DX
Jennifer L. Cory, FE
Randy Crabtree Jr., DA
John J. Davidson, DI
Kimberly M. Davila, AE
Thomas R. Farleigh, DI
Katherine A. Giffen, DI
Jose A. Guadalupe, AFRICOM
Ronald V. Hill, HC
Edward L. Hoover, DI
Thomas I. Judkins, EUCOM
Preston L. Lee, DH
Edacheril P. Mathew, CS
Sean P. O'Kelly, DH
Luis M. Perez, HC
Raymond L. Peterson, DH
Jessica M. Reeves, DI
William E. Roach, DI
Christopher P. Rowland, CP
Michaelann M. Tidmore, FE
Joanne O. Tompkins, DI
Emily G. Vasquez, FE
Peter M. Vinch, MM
Craig W. Weatherwax, CE
Katherine J. Wilson, DI
Angela Young, DA

DIA Promotions to Pay Band 03

Kevin J. Amundsen, J2
Geoffrey L. Atkeisson, DI
Dustin M. Bade, HC
Sandra R. Baucum, DJ
LaTasha M. Bend, HC
Brandon J. Black, FE
James M. Bland, DI
Jerome Boatwright, DA
Melissa K. Bohe, HC
Gabriela M. Bryant, DH
Shannon M. Carpenter, FE
Tonia Cates, DI
Michael A. Coltrain, DH
Shirley Croskey, DX
Malinda R. Currin, HC
Stephani B. Czap, FE
Marissa K. Dearborn, DI
Bradford J. Decker, DH
Lisa M. Egan, DI
Nicholas R. Finn, DI
Donald L. Galloway III, HC
Leona B. Givens, DI
Erika L. Grumbach, NM
Michael E. Hannesschlager, DI
Brent J. Hardie, FE
Thomas J. Harte, DI
Ruby J. Hawthorne, DH
Julie P. Hicks, DI
Angela F. Holmes, DJ
Jillian L. Hughes, DI

Aimee M. Iannelli, DI
Jared Ide, DI
Benjamin E. Johnson, DA
Margaret S. Keller, DA
Jason M. Lemken, STRATCOM
Liliya M. Levina, FE
Scott M. Liftman, HC
Kevin A. Lyons, DI
Ryan M. Malanowski, DI
Hope E. Manning, DH
Claude L. Martin, DH
Steven D. Maxwell, DH
Chrishida P. McEwan, HC
Daniel K. McGowan, DI
Kathy B. McKenzie, EO
Caroline McKinney, DI
Erica J. Miles, DH
Elisa C. Miller, DA
Kathryn Miller, DS
Scott D. Minner, DI
Cullen W. Monk, J2
Wilbert R. Morgan, DA
Jesse J. Neckers, DI
Tiffany V. Nickerson, DS
Susan B. Nicholas, J2
Aiyana A. Oates, DA
Nina Y. Pan, DI
Carlos J. Pascual, FE
Kenlyn Peabody, DI
Jason M. Pederson, DI
Jorge L. Rodriguez, DI
Kirsten M. Scheyer, FE
Matthew W. Silk, DI
Anthony L. Simpson, DA
Kay E. Sirbaugh, AE
Austin C. Sonnenberg, DI
Kimberly R. Ventresca, DI
Jaime L. Vining, DC
Brett A. Warren, DI
Donald R. Werner, FE
Evelyn J. West, HC
Amanda W. Williams, DT
Wallace E. Willis, HC
Josh T. Wolf, DI
Joseph F. Yarbrough, DH
Cami J. Zabrocki, DH

DIA Promotions to Pay Band 02

Tracy L. Baumann, STRATCOM
Patrice C. Byer, DA
Isaac C. Farmer, DT
Cynthia J. Fleming, DI
Jacqueline A. Hardin, STRATCOM
Ella L. Noble, DH
Trevor J. Voss, DA
Cristin C. Wood, JFCOM

Army Promotions

Lt. Col. Jaime T. Bazil, DX
Lt. Col. Roy A. Desilva, CE
Lt. Col. Jeffrey Jennette, DH
Lt. Col. Guy M. Kapustka, DI
Lt. Col. Timothy R. Lawrence, DI
Lt. Col. Darren R. Smith, DH
Lt. Col. Michael F. Trevett, DI
Maj. Steffanie Steelhammer, DH
Chief Warrant Officer John E. Dedman, DS
Chief Warrant Officer William D. Dorrier, DH
Chief Warrant Officer David Emmert, DH
Chief Warrant Officer David E. Roberts, DI
Chief Warrant Officer David Smeigh, DH
Chief Warrant Officer Christopher Wilson, DH
Sgt. 1st Class Kathy D. Bell, HC
Sgt. 1st Class Benjamin K. Bowman, DH
Sgt. 1st Class Edward M. Andrews, CE
Sgt. 1st Class Katherine L. Liggett, DS
Sgt. 1st Class Loretta A. Littau, DH
Staff Sgt. Mary P. Amoakoh, HC
Staff Sgt. Kimberly N. Quisenberry, DA
Staff Sgt. Cristin A. Rathkopf, DH
Staff Sgt. Robin Taylor, HC
Sgt. Jazmine Collins, HC
Sgt. Justin Soaper, DI

Air Force Promotions

Col. Donald Schauber, HC
Lt. Col. David Allgood, J2
Lt. Col. Robert Jakcsy, DX
Lt. Col. Jennifer Petrina, CP
Lt. Col. Robert Pfost, DX
Lt. Col. Joseph Willoughby, DX
Lt. Col. Andrew Zeigler, HC
Capt. Diana Walker, DS
2nd Lt. Joy Yang, DX
Chief Master Sgt. James Carson, HC
Chief Master Sgt. Robert Hammond, DX
Chief Master Sgt. Matt Harless, DX
Master Sgt. Christopher Herrera, DH
Master Sgt. Earl Johnson, J2
Master Sgt. Marcus Snowden, DH
Tech. Sgt. Bryan Garner, DI
Tech. Sgt. Jeremy Kifer, DX
Tech. Sgt. William Makervich, DX
Tech. Sgt. Apri Martinez, HC
Staff Sgt. Angel Bethea, DH
Staff Sgt. WC Jones, DA
Staff Sgt. Robin Williams, DA

Navy Promotions

Capt. Edward B. Warford, J2
Cmdr. Mark T. Kelso, DH
Cmdr. Christopher P. Stuart, FE
Lt. Joshua M. Falbo, DX
Petty Officer 1st Class George M. Cannon Jr., DS
Petty Officer 1st Class Mark A. Humphreys, DS
Petty Officer 1st Class Brian A. Korton, J2
Petty Officer 1st Class Jennifer L. Miller, DS
Petty Officer 1st Class Herbert Pagan Jr., DS
Petty Officer 1st Class Jaclyn N. Rook, DS
Petty Officer 1st Class Amanda C. Urton, DT
Petty Officer 2nd Class Brandy Crossno, DI
Petty Officer 2nd Class Brian A. Hager, J2
Petty Officer 2nd Class Terry L. Thomas, HC
Petty Officer 2nd Class Laquisha D. Ward, DS
Petty Officer 3rd Class Jeremy S. Brandt, DS
Petty Officer 3rd Class David M. Wright, DS.

on the HORIZON

events for MAY 2009

Asian-Pacific Heritage Month

May 1 Volunteer Appreciation Award Ceremony, noon, Bowman Room

May 5 ¡Cinco de Mayo!

May 5 Crystal Park 5 Ice Cream Social, 11 a.m., lobby

May 7 – 10 Public Service Recognition Week, open to the public, on the Mall

May 7 Clarendon Ice Cream Social, 11 a.m., lobby

May 8 VE Day

May 9 Mother's Day VTC with deployees, hosted by DH, Clarendon

May 10 Mother's Day

May 12 Tyson's Ice Cream Social, 11 a.m.

May 12 NSA/DIA analyst-to-analyst exchange, 9 a.m., Fort Meade, Md.

May 12 – 13 BJ's Wholesale Club, 10 a.m., DIAC lobby

May 12 – 14 Joint IC Facilities and Environmental Safety Conference, sponsored by NRO, Colorado

May 12 – 14 IC Burma Days Conference, Chantilly, Va.

May 13 League of Black Women forum on Women of Color in Intelligence, Chicago, www.leagueofblackwomen.org

May 14 Making Mentoring Work presented by Dr. Lois Zachary, 9:30 a.m., DIAC Conference Center Side A

May 14 Crossing Boundaries, noon, Tighe Auditorium

May 14 Dorsey Park Ice Cream Social, 11 a.m.

May 16 Armed Forces Day

May 17 – 21 DoDIIS Worldwide Conference, Orlando, Fla.

May 19 BJ's Wholesale Club, 9:30 a.m., Clarendon

May 20 Andrews AFB CWF/MWR Spring Golf Tournament, 1 p.m.

May 20 BJ's Wholesale Club, 10 a.m., DLOC

May 21 Pre-Deployment Family Support Briefing, 6 p.m., DIAC Conference Center

May 21 Pre-Memorial Day Ice Cream Social, 11 a.m., DIAC cafeteria

May 25 Memorial Day

May 26 HIAC Ice Cream Social, 11 a.m.

May 28 CWF Council Meeting, 9 a.m., DIAC

For further information or updates concerning these events, please refer to the Internal Communications Web site.

What Can I Do?

Even the smallest efforts can have a big impact when it comes to going green. Here are a few things you can do at work each day:

- Turn off lights, monitors, TVs and photocopiers at the end of each day.
- Recycle your unclassified white paper, cans, bottles and newspapers.
- Print double-sided when possible.
- Carpool or use mass transportation – you may even qualify for the metro-check subsidy.
- If possible, work from home/satellite locations periodically.

Find more tips about what you can do at work and home at www.energysavers.gov or www.epa.gov.